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Topic Name - Leadership and Its Qualities

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Lecture Title

Leadership and Its Qualities

WHAT IS LEADERSHIP?

- Name the person who, according to you, is an effective leader?
- In deciding who was an effective leader, what did you observe as the person's attributes or what he/she does?
- List the qualities and characteristic behaviours of this effective leader as observed by you in various settings?

This task was intended at enabling you to put your experience related to —leadership together in order that you begin with both a conceptual and experiential base.

Leadership defined according to the traditional definitions, leadership is an interpersonal influence directed toward the achievement of a goal or goals. Three important parts of this definition include the terms, interpersonal, influence, and goal. Interpersonal means between persons. Thus, a leader has more than one

- Interpersonal means between persons, thus a leader has more than one person or a group to lead.
- Influence is the power to affect others.
- Goal is the end one strives to attain.

In contemporary settings, leadership is defined as 'a dynamic relationship' based on mutual influence and common purpose between leaders and collaborators in which both are moved to higher levels of motivation and moral development affect real, intended change. Three important parts of this definition are the terms 'relationship', 'mutual', and 'collaborators'. Here,

- Relationship is the connection between people.
- Mutual means shared, in common.
- Collaborators are those who cooperate or work together.

NEED FOR LEADERSHIP

Leadership is an important area today in institutions and particularly for teachers since they are expected to teach for understanding and not just well enough for students to pass a test. Teaching for understanding means helping students 'get the habits' of thinking mathematically, solving problems scientifically, reasoning, seeing artistically, reading critically, writing persuasively, and communicating clearly. We know that all students, not just a few, must acquire these habits, if they are to participate as adults in a knowledge-based economy and a self-governing society.

These new expectations mean that our colleges must change and that teachers must help change them, requiring new roles for teachers.

Today, the role of teachers includes the ability to:

- a) Make clear to parents and others, as well as to students themselves, what every student needs to know and is able to do;
- b) Communicate more with parents and families so they can help students reach higher academic standards;
- c) Integrate technology into instruction;
- d) Help improve assessments and use the results to improve teaching and teaming.
- e) Work with various partners- colleges, businesses, community groups, and volunteers.
- f) Collaborate with other teachers;
- g) Participate in teams and institutional -level decision making; and
- h) Make ongoing learning part of their job.

LEADERSHIP AS DISTINCT FROM MANAGEMENT

In conceptualizing leadership; it is very important to understand how it differs from management. In any institutional system both management and leadership co-exist. Let us try to understand their relationship and their distinctiveness.

Management is the process of setting and achieving the goals of the institution through the functions planning, organizing, directing (or leading), and controlling. Management deals more with carrying out the institution's goals and maintaining equilibrium. For example, if a principal is appointed by the college he /she is given formal authority to direct the activity of others in fulfilling organizational goals. Thus, leading is a major part of his/ job. Besides this, they must also plan, organize, and control.

In contrast, leadership deals with the interpersonal aspects of a head's job, whereas planning, organizing, and controlling deal with the administrative aspects. Leadership deals with change, inspiration, motivation, and influence. The key point in differentiating between leadership and management is the idea that employees, faculty members and students willingly follow leaders because they want to, not because they have to.

Leaders may not possess formal power to reward or sanction performance. However, subordinates follow the leader's power by complying with what he or she requests. Leadership is a very significant psychological institution. Let us now focus on types of leaders and styles of leadership.

STYLES OF LEADERSHIP

Leadership style is the manner and approach of providing direction, implementing plans, and motivating people. There are three different styles of leadership: authoritarian (autocratic), participative (democratic), and laissez faire (delegative or free reign).

Let us try to understand them.

Activity

Read the following statements carefully and tick the ones which characterize your style of leadership.

Sr. No.	Statements	Tick the one which characterize your style
1	For you the task, is of paramount importance	
2	For you both the task and relationships are of paramount importance	
3	You are not unduly concerned about the task or relationships	
4	You are very strong on schedules	
5	You lead by setting a positive example	
6	You do not like to interfere in the affairs of others	
7	You expect people to do what they are told without question or debate	
8	Your endeavour is to foster a team environment in which all team members can reach their highest potential, both as team members and as people	
9	You use the proverbial 'delegate and disappear' management style	
10	When something goes wrong, you tend to focus on who is to blame rather than concentrate on exactly what is wrong and how to prevent it	
11	You encourage your team members to reach team goals as effectively as possible	
12	You allow the team members to do whatever they wish	
13	You are intolerant of what you see as dissent	
14	You work tirelessly to strengthen the bonds among the various members	
15	You prefer to detach yourself from the team	

Scoring: Leadership Style	
Scoring Statements	Statement No.
Authoritarian (autocratic) style of leadership	1, 4,7,10, 13
A participative (democratic) style of leadership	2, 5,8,11, 14
A laissez faire (delegative or free reign)	3, 6,9,12, 15

Let us now see what each of these terms specifically mean.

AUTHORITARIAN (AUTOCRATIC)

This leader tells his/her subordinates what he/she wants done and how he/ she wants it done, without getting the advice from them. In this case it is difficult for subordinates to contribute or develop. Some of the appropriate conditions to use this style are, when you have all the information to solve the problem, you are short on time, and your team members are well motivated.

Please note that the authoritarian style does not include yelling, using demeaning language, and leading by threats and abuse of power. This is an abusive, unprofessional style of leadership.

PARTICIPATIVE (DEMOCRATIC)

This leader includes one or more team members in the decision making process in determining what to do and how to do it. However, the leader maintains the final decision making authority. This is normally used when you have some of the information, and your employees have some of it, this allows them to become part of the team and allows you to make a better decision. This style leads to the most productive teams and decisions. Please note that using this style is not a sign of weakness, it is a sign of strength.

LAISSEZ FAIRE (DELEGATIVE OR FREE REIGN)

In this style, the leader allows the employees to make the decisions. However, he is still responsible for the decisions that are made. This is used when employees are able to analyse the situation and determine what needs to be done and how to do it.

The most desirable place for a leader to be at most times in any Institution is high on task and high on relationships, which is the democratic style. However, do not entirely dismiss the other two. Certain situations might call for one of the other three to be used at times. For example, by adopting the laissez faire style, you allow your team members to gain self-reliance. You can be an authoritarian leader to instil a sense of discipline in an unmotivated worker. By carefully studying the situation and the forces affecting it, you will know at what points along the axis you need to be in order to achieve the desired result.

Positive and negative Leaders

Have you observed how you approach people, your students and co-workers? The differences in the way people approach others indicates whether the leader is a positive leader or a negative one. Let us try to understand this concept with the help of an activity.

Activity :

Given below are two case vignettes. Read them carefully and answer the following questions.

Situation I

Dr Ravi Gupta gives his faculty members' Independence to do what they think is important for the college's betterment. He never fails to appreciate work done well. If any department makes a significant contribution due credit is given to the students and the

faculty members. At the same time if his team members are not well versed in the concerned area, he educates them, does not criticise them. His students and faculty members are committed to their tasks and are high on motivation.

Situation 2

Dr Soni only emphasises upon the negatives of an individual. He is constantly criticising his staff members and students, Due to his attitude no one likes to take any initiative and are low in spirit. He acts in a bossy and superior way with people. He believes that people have an inherent dislike for work and will avoid it whenever possible, and the only way to get things done is through penalties, such loss of job, days off without pay, warnings in front of others, etc. He feels his authority is increased by frightening everyone into higher levels of efficiency. I. Which situation depicts a positive leader and which a negative one?

2. What is the difference between the two leaders?
3. Which leader are you able to identify with and why?
4. What are the attributes of the two leaders?

It must have been clear to you, that case 1 epitomizes a positive leader, and case 2, a negative one.

LEADERSHIP AND ITS QUALITIES

a. Personal qualities

1. **Self-confidence**: – a good leader must have self-confidence, must have sufficient enthusiasm and must be cheerful enough to enjoy the trust of his subordinates.
2. **Dynamic personality**: – a leader should be dynamic, cheerful and charming, must have sound health, cool temperament, conversational ability and decent behaviour with tremendous stamina and vigor for hard work
3. **Intellectual capacity**: – a leader should have the ability to think logically, analyze accurately and interpret the problems clearly.
4. **Take lead and initiative**: – a leader should have the ability to take lead and initiative in times of risk, uncertainties and complexities for prompt decision
5. **Emotional stability**: – a leader should have balanced temperament to overcome moodiness, disappointment and inconsistency.
6. **Flexibility**: – a leader should be flexible enough to accommodate other's viewpoint and alter his decisions. Rigidity is only required in autocracy, change in decisions must be made with change in macro and micro environment.
7. **Responsibility feeling**: – a leader must feel or should bear responsibilities of all his decisions himself.
8. **Communication skill**: – the leader must be able to communicate with subordinates. The leader must communicate the information from his level to the down level.

Communication must be two way. So that both leader and subordinates will exchange Ideas freely

9. **Far sightedness:** – a leader should develop organizational planning and policies. When the leader is not far sighted all efforts may be worthless.

b. Managerial qualities

1. **Technical knowledge:** – a leader must have technical knowledge to provide the guidelines about the work of the subordinates which helps the leader to take right decisions at right time.

2. **Organizing abilities:** – all the resources, employees, people, business environment, methods, capital, manpower should be arranged properly by a leader to achieve organizational goals in a proper way.

3. **Power of judgment:** – a leader should have the power of judgment which comes from self-confidence and self-control. Even if there are several followers and several decisions the leader must judge and decide the case.

4. **Enthusiasm:** – the leader must be devoted towards the organization. A devoted leader can conduct the activities successfully.

5. **Ability to guide and teach:** – it is the task of leader to get the best from others. A leader must know how to guide and teach the followers to make them convinced.

6. **Human relations:** – leadership is related to inspire and encourage the people when there is good relation between leader and follower. The followers are easily influenced. So, a leader must be able to win the confidence and loyalty of people.

Within a range of leadership roles, teachers can contribute a distinct perspective and different type of education that is critical to improving the quality of teaching and the amount that students learn. Teachers have front-line knowledge of classroom issues and the culture of institution, and they understand the support they need to do their jobs well. Their contributions are critical to making education reforms efforts succeed, when teachers participate in improving education, the changes are more likely to work. Without their contributions, teachers often pretend to comply with the new expectations, but conduct business as usual, once the classroom door is closed.