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**Paper Title: Organizational Behaviour**

**Unit No.: 3 (Three)**

**Title: Group Behaviour**

**Lecture No: 3 (Three)**

**Title: Leadership (Part – 2)**

## **Academic Scripts**

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### **1. To develop the ability to understand contemporary theories of leadership practice**

So friends, after understanding the traditional theories of leadership, now let us take a look at some contemporary ones.

With a current global debate of trait versus behavioural leadership, there is one more contrast to deal with. And this is, traditional leadership theories or contemporary leadership theories. Traditional leadership theories deal with issues related to managing conflict (power, trust, trouble shooting, motivation), coaching (setting goals, dealing with external agencies, lone decision making, delayed decision making). While, contemporary issues deal with out of the box thinking, leading by example, setting goals, globalization, changing group dynamics, technology, quick decision making, dealing with change and uncertainty, mentoring, recruiting and retaining quality workers, ethical behaviour.

Obviously, with the kind of business environment that companies or firms are facing today, leaders certainly have to well equipped with qualities like out of the box thinking, adapting to changing group dynamics, being technology savvy and most important being a quick decision maker with small duration window of opportunities available. The list of contemporary theories of leadership include authentic leadership, mentoring, self-leadership, online leadership and inspirational approaches to leadership. We begin understanding contemporary theory with authentic leadership.

#### **1.1 Authentic leadership**

In authentic leadership, leaders know who they are. They know what they believe in. They value and openly and candidly act on only those values and beliefs that they believe in.

#### **1.2 Mentoring leadership style**

A mentor is a senior employee who sponsors and supports a less-experienced employee (a protégé). The mentoring role of leader includes coaching, counseling, and sponsorship. As a coach, a leader helps to develop their protégés' skills. As counselors, a leader provides support and help bolster protégés' self-confidence. And as sponsors, a leader, actively intervenes on behalf of their protégés lobby to get their protégés visible assignments, and politic to get their protégés rewards such as promotions and salary increases. Nowadays, some organizations have formal mentoring programs where mentors are officially assigned to new or high-potential employees; however, most organizations rely on informal mentoring—with senior managers personally selecting an employee and taking that employee on as a protégé.

### 1.3 Self-leadership

According to Bryant & Kazan 2012, self-leadership (S-L) is the practice of intentionally influencing one's own thinking, feeling and behaviours to achieve his / her own objective/s. A self-leadership definition with associated strategies can support all levels of leadership development. Self-leaders have a drive for autonomy, can make decisions, are more creative and persist, even in the face of adversity. **Some of the intentional behaviours that characterise self-leadership are self-awareness, self-goal setting, self-motivation, positive self-talk, assertive communication and the ability to receive and act on feedback.**

The four different aspects to self-leadership include

- Self-awareness: The ability to acknowledge, understand and be conscious of one's own values, perspectives, strengths, weaknesses, leadership propensity and emotional needs.
- Self-management: The ability to nurture and harness one's own passion, abilities, emotions and leadership capacity in decision- making.
- Other-awareness: The ability to acknowledge and recognize the passion, gifting, strengths, weaknesses, potential and needs of others.
- Other-management: The ability to grow and motivate other people to develop their potential and/or fulfil the organization's objectives.

Becoming a self-leader and maintaining self-leadership is a self-development activity; but organizations that encourage self-leadership reap the benefit.

Personal Benefits of S-L	Organizational Benefits of S-L
•Sense of achievement	•Engaged and Empowered work-force
•Increased happiness	•Improved goal setting and results
•Decreased stress	•Faster and better decision making
•Better relationships	•More creativity and innovation
•Resilience	•Collaborative team efforts

### 1.4 Online leadership

Today's managers and their employees are increasingly linked by networks rather than geographic proximity. Networked communication is a powerful channel that can build and enhance leadership effectiveness. Obvious examples include managers who regularly use e-mail to communicate with their staff, managers overseeing virtual projects for teams, and managers whose telecommuting employees are linked to the office by a computer and modem. With online leadership becoming more prevalent, for an increasing number of managers, good leadership skills may include the abilities to communicate support, trust, and inspiration through keyboarded words and accurately read emotions in others' messages.

Online leaders need to be sure about the fact that the tone of their message correctly reflects the emotions they want to send based on the fact the message is formal or informal. It must match the verbal style of the sender and convey the appropriate level of importance or urgency.

Though online leaders have the advantage of being connected without geographic proximity, they also confront unique challenges. One of the greatest challenges is that of developing and maintaining trust. Identification-based trust is particularly difficult to achieve without face-to-face interaction.

### **1.5 Inspirational Approaches (transformational, charismatic)**

Today, there is an urgent need for new ideas about leadership. Rapidly changing conditions in our society have made traditional patterns of leadership seem inadequate and often even intolerable. Traditional approaches to leadership often seem to stand in the way of professionalism and they appear incompatible with a high regard for the dignity of man. A new conception of leadership is urgently needed to match the new conception of man emerging today in our society. There are two approaches to contemporary, inspirational leadership, Charismatic and Transformational.

#### **1.5.1 Charismatic Leadership**

Charismatic leaders are often found to promote high performance and satisfaction amongst workers, and more significantly under crisis, politics, religion etc. The brief historical review of the leadership concept highlights the shifting focus in theoretical orientation from time to time and helps us to define leadership as a role or function played in a situation within the context of the culture, to attain a specified goal or goals. The person who performs this role is perceived as the leader by the members of his group and is given prestige, authority and status which he would not have as a member of the group. This view does not limit the leadership concept to formally appointed functionaries; rather it is applicable to the multiplicity of roles which are determined by the interplay of the personality of the leader in relation to the personality of the followers (group members) and to the characteristics of situations in the social organisation.

#### **1.5.2 Transformational Leadership**

Transforming leadership is vision, planning, communication, and creative action that have a positive unifying effect on a group of people around a set of clear values and beliefs, to accomplish a clear set of measurable goals. This transforming approach simultaneously impacts the personal development and corporate productivity of all involved. **Idealized Influence, Inspirational Motivation, Intellectual Stimulation, Individualized Considerations** are some of the essential factors of transformational leadership. We have already studied transactional leadership in our previous session. Transactional and Transforming leadership should not be viewed as apposing approaches to getting things done. This is because transformational leadership is built up of transactional leadership –it produces levels of subordinate effort and performance that go beyond what would occur with a transactional approach alone. Moreover, transactional leadership is more than a charisma. A purely charismatic (leader) may want followers to adopt the Charismatic's world view and go on further, the transformational leader will attempt to instilling followers the ability to question not only established view but eventually those established by the leaders.

## **2. Critical Evaluation of Trait Approach to Leadership**

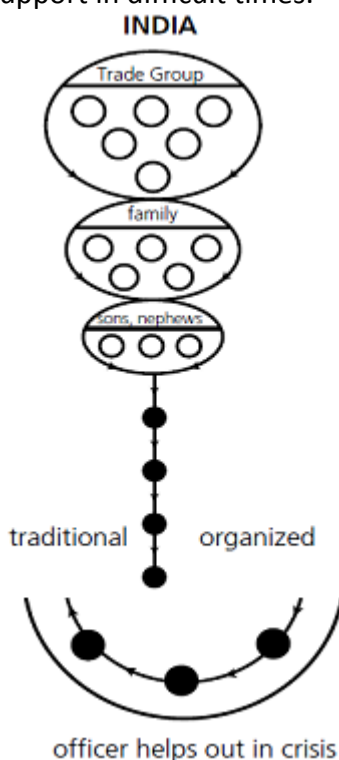
So friends, after learning the various types of leadership styles and theories, by now you all must be evaluating which one is more scientific and rational and which is not. In the past, with less multiculturalism and complex business set ups, leadership traits and individual characteristics that include demographics, skills and abilities, and personality traits, could predict leadership effectiveness. But in current business scenario, it is inevitable to consider how leaders' behaviours can predict business effectiveness.

One needs to note that trait theory suggest one single characteristic of a person that identifies a leader in him or her. Trait theory has been used to refer to personality, temperaments, dispositions, and abilities, as well as to physical and demographic attributes. Studies have concluded that if a person who holds a position of leadership surpasses the average member of the group in several ways, including intelligence, scholarship, dependability, and sociability then he or she has leadership qualities. However, similar other studies have also concluded that it is difficult to isolate a set of traits that are characteristic of leadership without factoring situational effects into the equation. This means that a leader in some situations might not be a leader in other situations. Several researchers during this era substantiated this point. So between 1940 and 1960, trait theory lost its appeal as a premise for understanding leaders. Most prominent reason for the same was that it lacked consensus on the definitive traits that set great leaders apart from each other. Another criticism of trait theory was the fact that it overlooked the importance of situations and the relationship to leadership.

Thus, lack of integration across traits gives a very unclear idea about leadership effectiveness. Research thus moved on to prove that leader traits (Great Man and Trait Theory) alone cannot influence leadership effectiveness. It has to be complemented by leader behaviour (Behavioural, transactional and transformational theories).

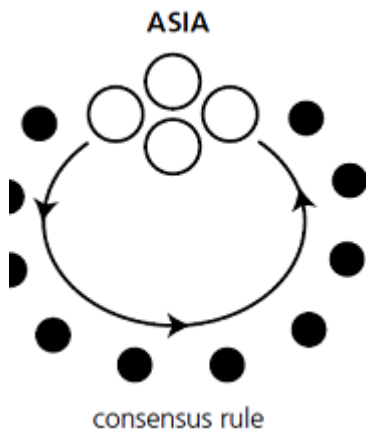
### 3. Comparison of Indian leadership styles with other countries

Different cultures can have radically different leadership styles. Let us take a review of prominent leadership styles of leaders of major countries of the world. Far more than their Western counterparts, Indian leaders and their organizations take a long-term, internally focused view. They work to create a sense of social mission that is served when the business succeeds. They make aggressive investments in employee development, despite tight labour markets and widespread job-hopping. And they strive for a high level of employee engagement and openness. Nepotism is also rife in traditional Indian companies. Family members hold key positions and work in close unison. Policy is also dictated by the trade group, e.g. fruit merchants, jewellers, etc. These groups work in concert, often develop close personal relations and come to each other's support in difficult times.

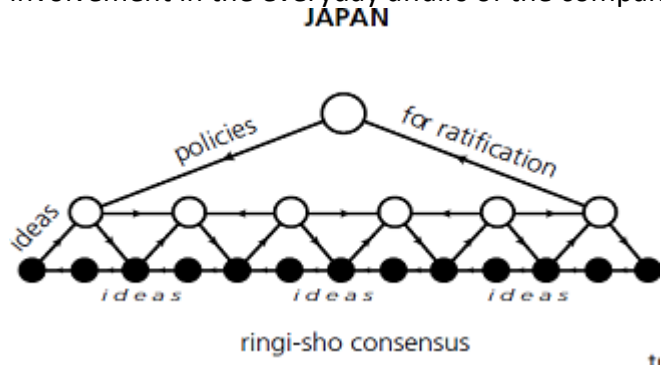


Apart from Indian leaders, East Asian countries tend to have a Confucian hierarchy of leadership, where the group is sacred and leaders are seen as benevolent. Consensus is generally highly valued in China. In

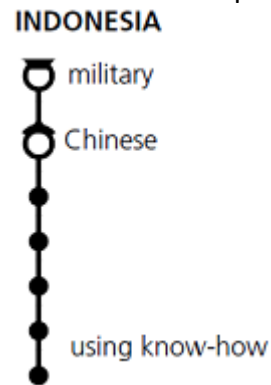
companies controlled by the state, a leadership group will decide policy. In the developing expansion of capitalist-style companies, leaders are emerging with reputations of competence; also, locally elected officials are becoming influential in the business sphere and may have only loose ties with Beijing.



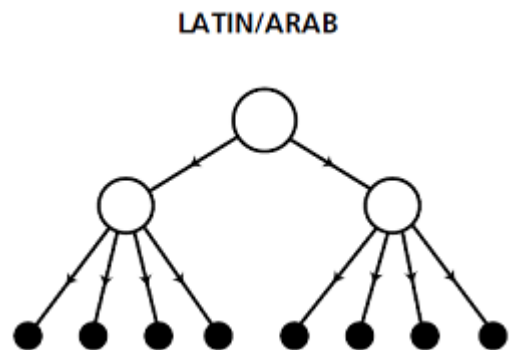
Japanese top executives have great power in conformity with Confucian hierarchy but actually have little involvement in the everyday affairs of the company.



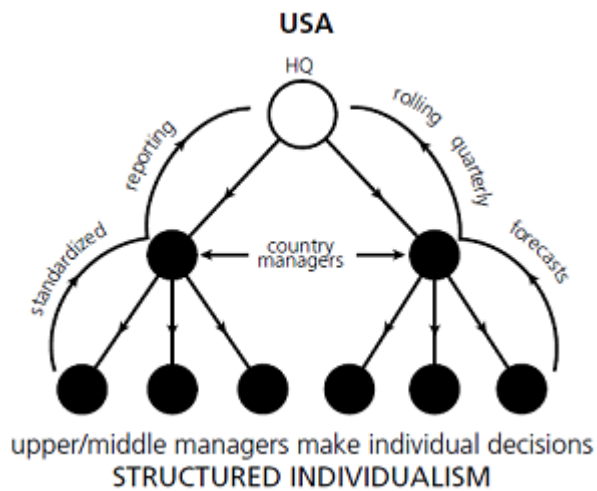
Under the auspices of an autocratic government, Indonesia's business leadership is often entrusted to a resident Chinese professional class.



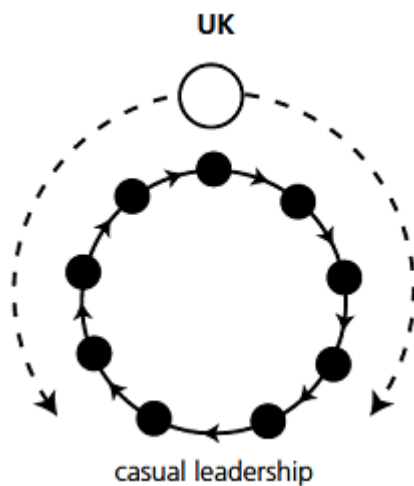
In Latin and Arab countries, authority is concentrated in the chief executive, and family relations are very important, with ubiquitous nepotism.



American managers are assertive, aggressive, goal and action oriented, confident, vigorous, optimistic, and ready for change. They are capable of teamwork and corporate spirit, but they value individual freedom and their first interest is furthering their own career.

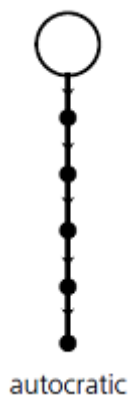


On the other hand, British managers are diplomatic, casual, helpful, willing to compromise, and seeking to be fair, though they can be ruthless when necessary. Overall, they have a very casual leadership style.



French managers tend to be autocratic and paternalistic, with an impressive grasp of the many issues facing their company. Opinions of experienced middle managers and technical staff may be dismissed.

#### FRANCE



Spanish leaders, like French, are autocratic and charismatic. Unlike the French, they work less from logic than from intuition, and pride themselves on their personal influence on all their staff members.