

# Introduction to Leadership

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*Field of study that investigates the impact that individuals, groups, and structure have on behavior within organizations, for the purpose of applying such knowledge toward improving an organization's effectiveness*

**TABLE 1-1****Definitions of Leadership**

- Leadership is “the behavior of an individual . . . directing the activities of a group toward a shared goal” (Hemphill & Coons, 1957, p. 7).
  - Leadership is “the influential increment over and above mechanical compliance with the routine directives of the organization” (Katz & Kahn, 1978, p. 528).
  - Leadership is “the process of influencing the activities of an organized group toward goal achievement” (Rauch & Behling, 1984, p. 46).
  - “Leadership is about articulating visions, embodying values, and creating the environment within which things can be accomplished” (Richards & Engle, 1986, p. 206).
  - “Leadership is a process of giving purpose (meaningful direction) to collective effort, and causing willing effort to be expended to achieve purpose” (Jacobs & Jaques, 1990, p. 281).
  - Leadership “is the ability to step outside the culture . . . to start evolutionary change processes that are more adaptive” (Schein, 1992, p. 2).
  - “Leadership is the process of making sense of what people are doing together so that people will understand and be committed” (Drath & Palus, 1994, p. 4).
  - Leadership is “the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organization . . .” (House et al., 1999, p. 184).
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- Leadership is the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives.
- Specialized role and a social influence process
- Focus on determinants of leadership effectiveness

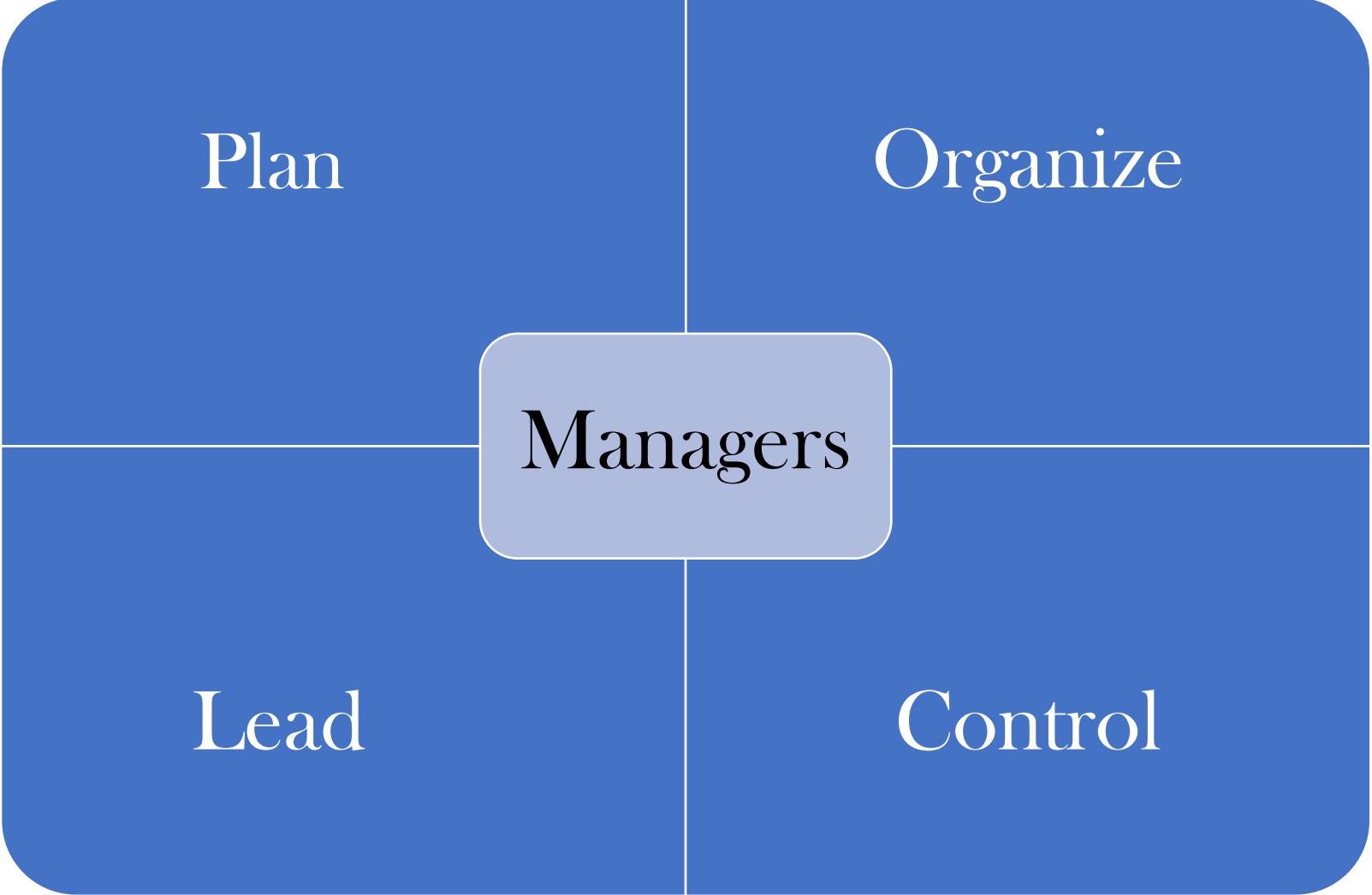
# Definition

- **Influence-** two way between leaders and followers
- **Followers**
- **Intention**
- **Change**
- **Shared Purpose**
- **Personal Responsibility**

**TABLE 1-2****What Leaders Can Influence**

- The choice of objectives and strategies to pursue.
  - The motivation of members to achieve the objectives.
  - The mutual trust and cooperation of members.
  - The organization and coordination of work activities.
  - The allocation of resources to activities and objectives.
  - The development of member skills and confidence.
  - The learning and sharing of new knowledge by members.
  - The enlistment of support and cooperation from outsiders.
  - The design of formal structure, programs, and systems.
  - The shared beliefs and values of members.
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# Management Functions

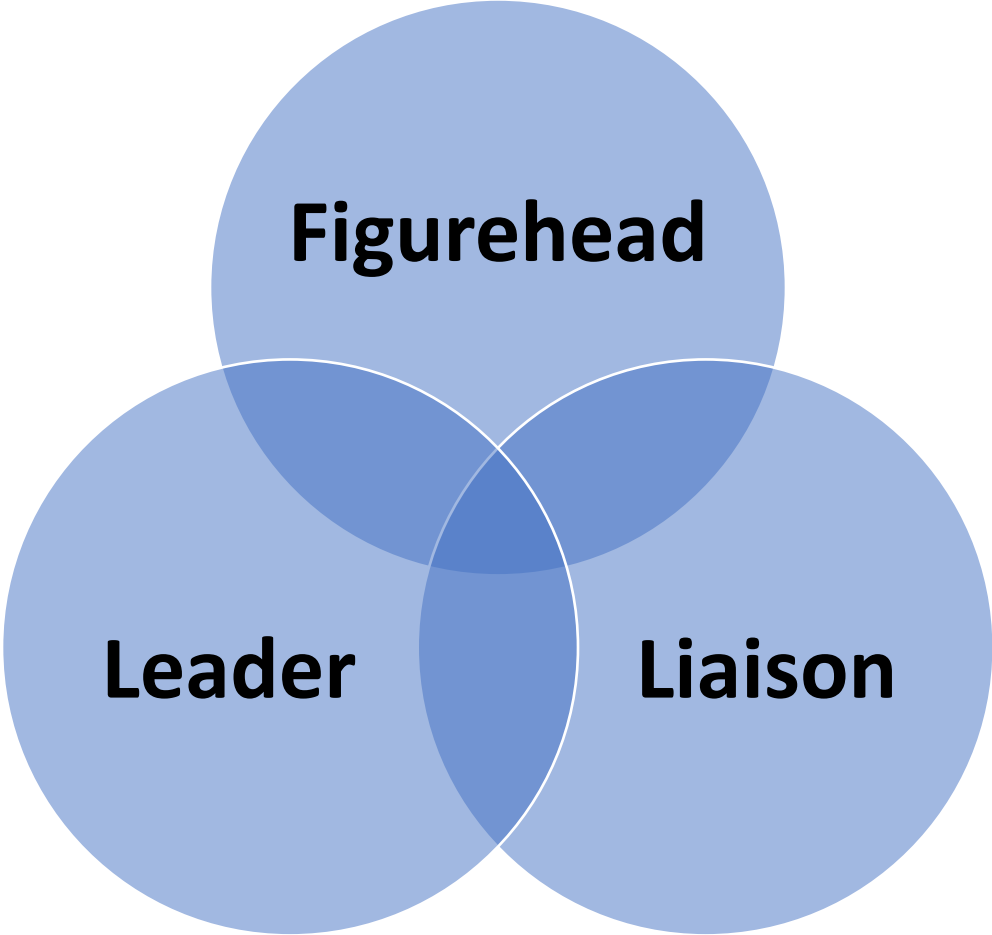


# Mintzberg's Managerial Roles

- Discovered ten managerial roles
- Separated into three groups:
  - Interpersonal
  - Informational
  - Decisional

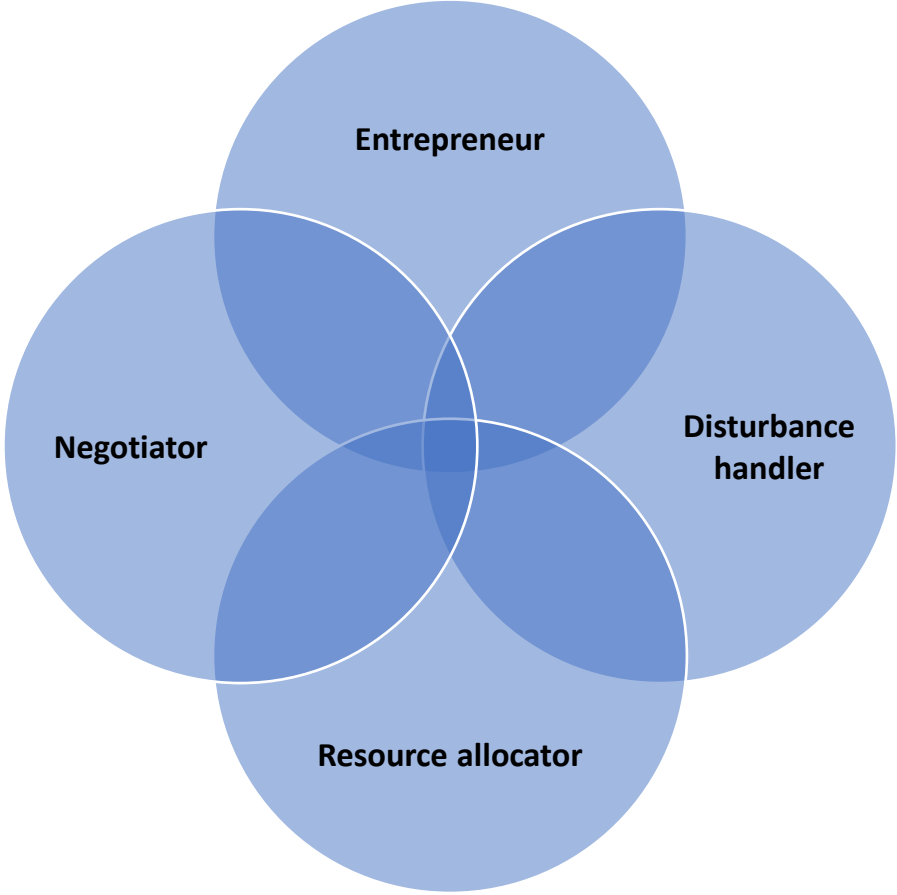


# Mintzberg's Managerial Roles: Interpersonal



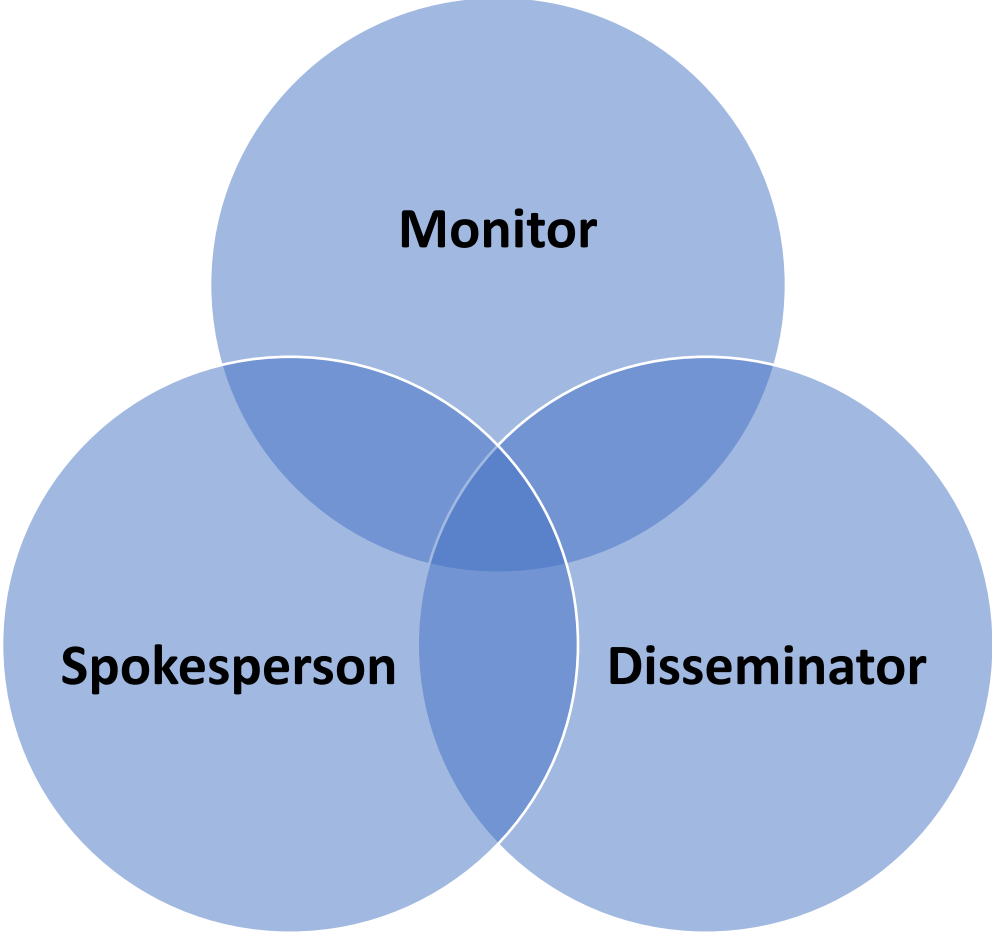
Interpersonal Roles

# Mintzberg's Managerial Roles: Decisional



**Decisional Roles**

# Mintzberg's Managerial Roles: Informational



Informational Roles

	Management	Leadership
Direction	Planning & Budgeting; eye on bottom line	Creating vision & Strategy, Eye on horizon
Alignment	Organizing & Staffing, Directing & Controlling, Create boundaries	Creating shared culture & values, helping others grow, reduce boundaries
Relationships	Focus on objects- producing selling goods, based on position power, acting as boss	Focus on people- inspiring & motivating followers, based on personal power, acting as coach facilitator, servant
Personal Qualities	Emotional distance, expert mind, talking. Conformity, insight into organization	Emotional connections, open mind, listening, nonconformity, insight into self
Outcomes	Maintains stability	Creates change, often radical change

\* Source: “*The Leadership Experience*” Richard. L Daft

# Essential Management Skills

- **Technical Skills**

- The ability to apply specialized knowledge or expertise

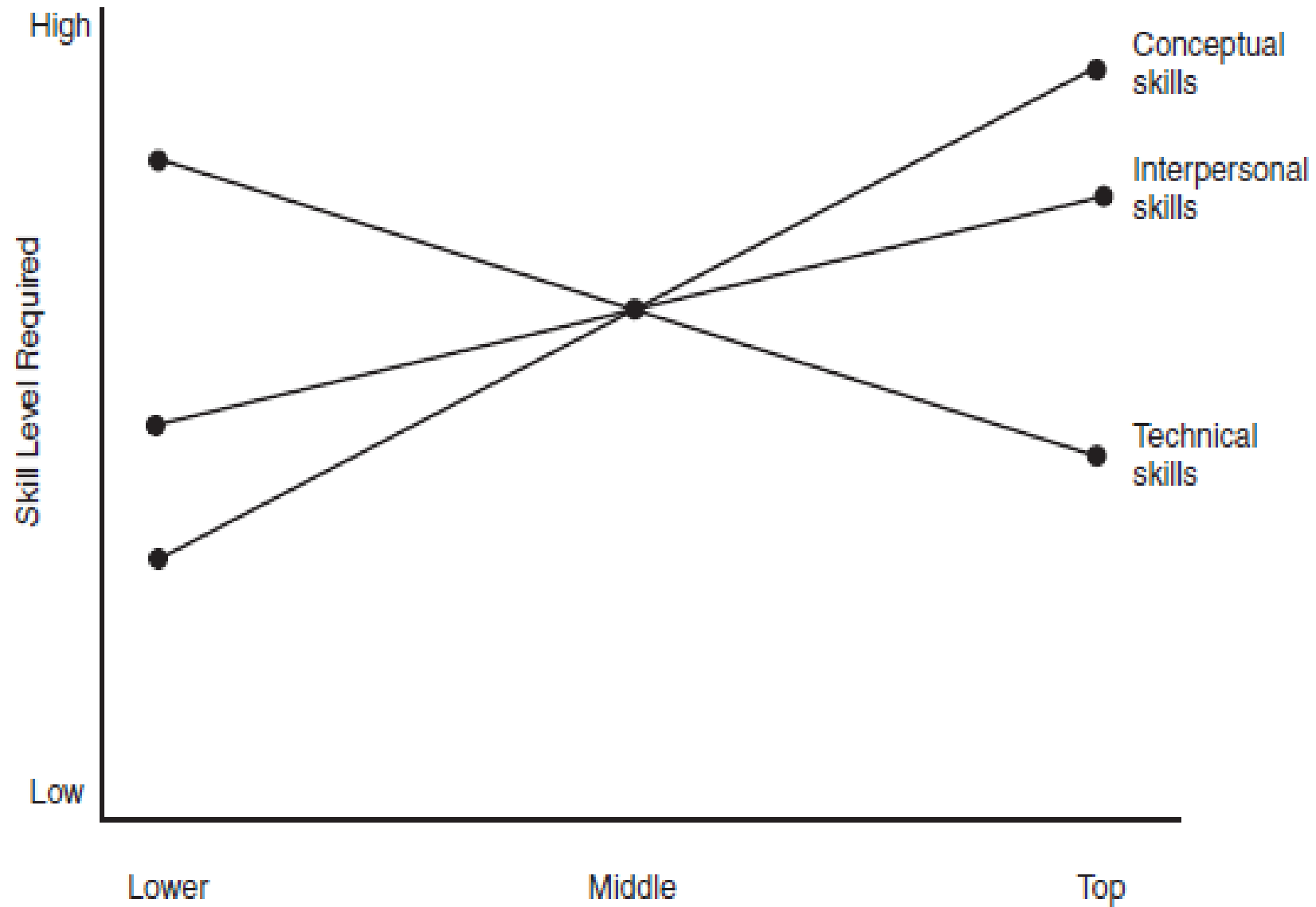
- **Human Skills**

- The ability to work with, understand, and motivate other people, both individually and in groups

- **Conceptual Skills**

- The mental ability to analyze and diagnose complex situations





# Understanding Leadership

- Trait theory paradigm (1930's & 1940's)
- Behavioral leadership theory paradigm (1950's)
- Contingency leadership theory paradigm (1960's)
- Integrative leadership theory paradigm (1970's)

# Trait Theories

## Traits

- Intelligence, Emotional Intelligence - Self awareness, Other Awareness, Self Regulation
- Dominance, Internal Locus of Control
- High n Pow (socialized)
- **Assumption: Leadership is in born**
- Attitudes: Theory X- Theory Y
- Pygmalion Effect

# Behavioral Theories

Leadership behavior is based on traits and skills

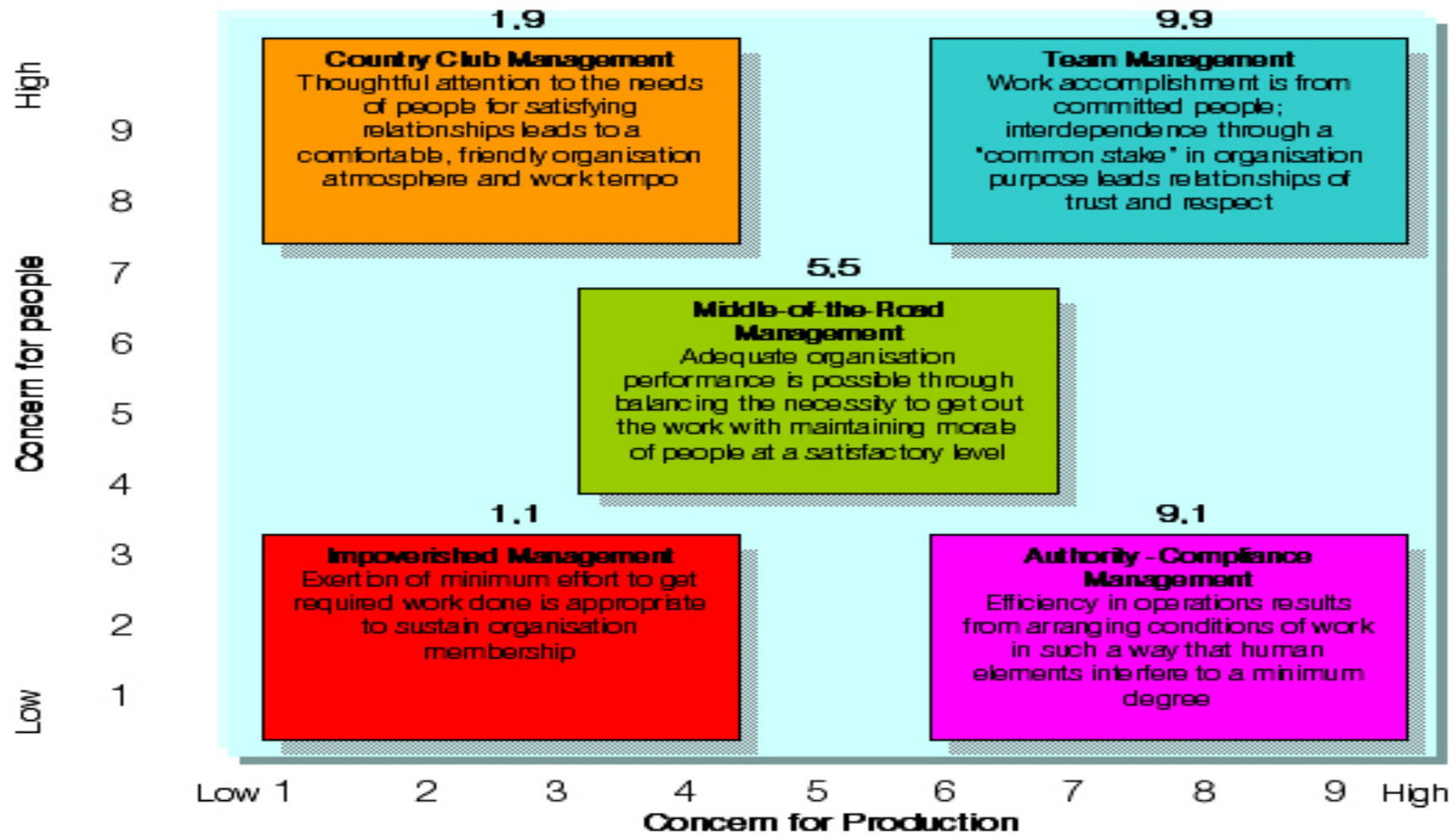
**Assumption:** We can train people to become leaders

Autocratic ————— Democratic

Job centered ————— Employee centered

# Leadership Grid- Blake & Mouton

The Leadership Grid



# Contingency Theories

- Contingency : “It depends”
- Determines the appropriate leadership style based on leader, followers, situation

## **Assumption:**

Leadership style is constant

Leaders do not change their style they change the situation

# Contingency Theories

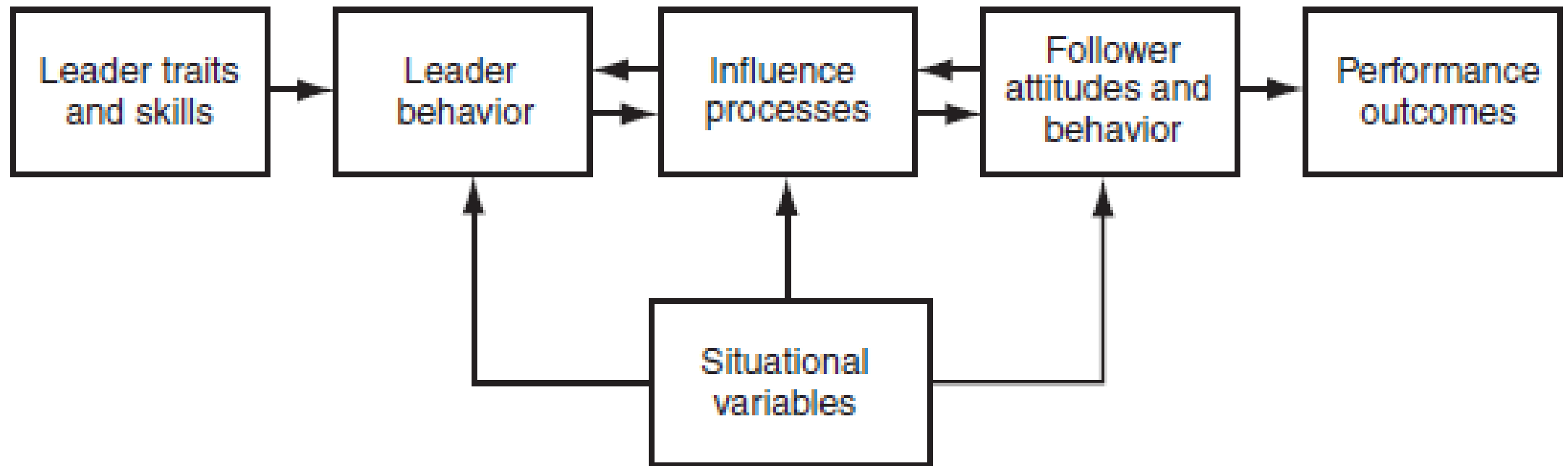
FOLLOWERS	LEADER	SITUATION
<ul style="list-style-type: none"><li>• CAPABILITY</li><li>• MOTIVATION</li></ul>	<ul style="list-style-type: none"><li>• PERSONALITY TRAITS</li><li>• BEHAVIOR</li><li>• EXPERIENCE</li></ul>	<ul style="list-style-type: none"><li>• TASK</li><li>• STRUCTURE</li><li>• ENVIRONMENT</li></ul>

# Charismatic & Transformational Leadership

- Focus on effect that leaders have upon followers: Charismatic & Transformational leadership
- Such leaders **transform the needs aspirations and values** of followers from self interest to collective interest
- Create **strong commitment** to a common mission
- Generate **emotion energy and excitement** that makes followers make significant personal sacrifices
- Tend to have a **heightened sense of self** (higher than average)

# Characteristics of Transformational Leaders

- **Individualized Consideration-** Gives personal attention, treats each employee individually, coaches, advises
- **Intellectual Stimulation-** Promotes intelligence, rationality and careful problem solving
- **Inspirational Motivation-** Communicates high expectations, uses symbols to focus efforts, expresses important purposes in simple ways
- **Idealized Influence-** Provides vision and sense of mission, instills pride, gains respect and trust



**FIGURE 1-2 Causal Relationships Among the Primary Types of Leadership Variables**

# Joseph Luft and Harrington Ingham

