|| प्रज्वलितो ज्ञानमय: प्रदीप:||

Khed Taluka Shikshan Prasarak Mandal's

HUTATMA RAJGURU MAHAVIDYALAYA

Rajgurunagar, Tal. Khed, Dist. Pune - 410505

State Level Seminar on

"Role of Higher Education in Development of Entrepreneurship and Leadership"

On 8th and 9th February, 2019

● CERTIFICATE ●

This is to certify that,

Dr./Prof./Shri/Smt ___ Bendale A.J. ___

from ___ H.R.M. Rajgurunagar. ___ College has

participated/Presented a Paper/Worked as a Resource Person/a Member of Organizing Committee at the

Seminar on " *Role of Higher Education In the Development of Entrepreneurship and*

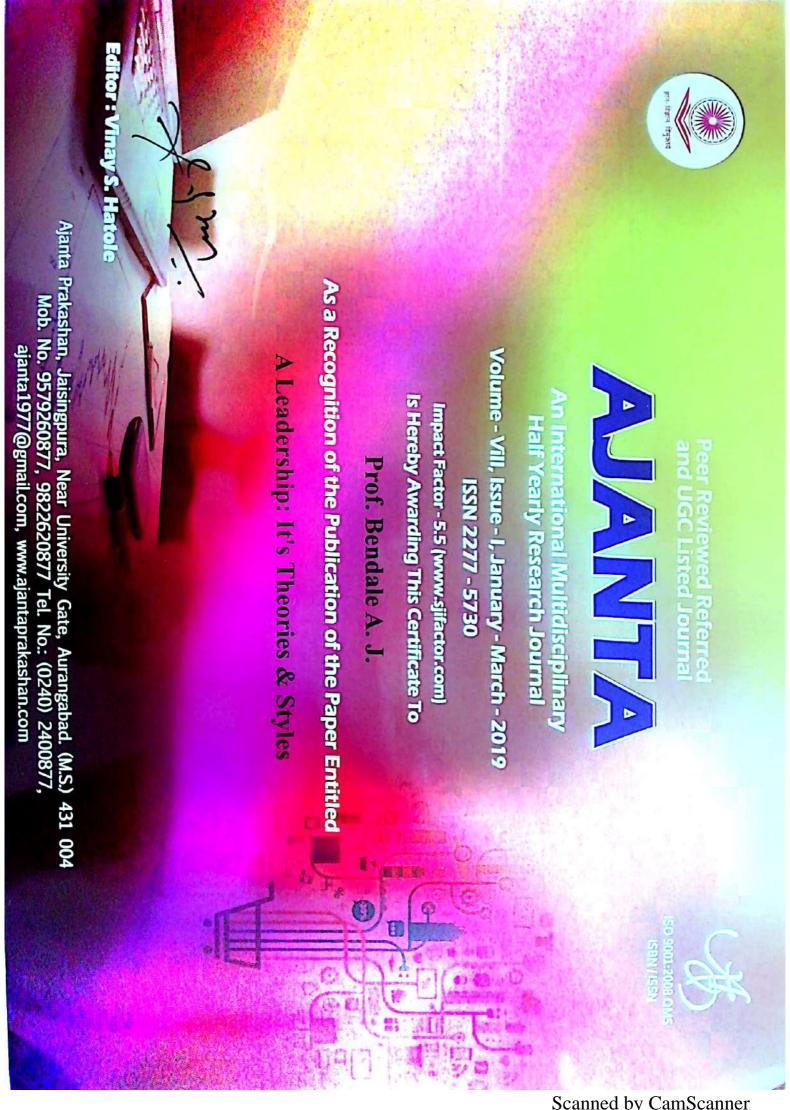*Leadership*" organized by the Department of Commerce, H.R. Mahavidyalaya, Rajgurunagar and

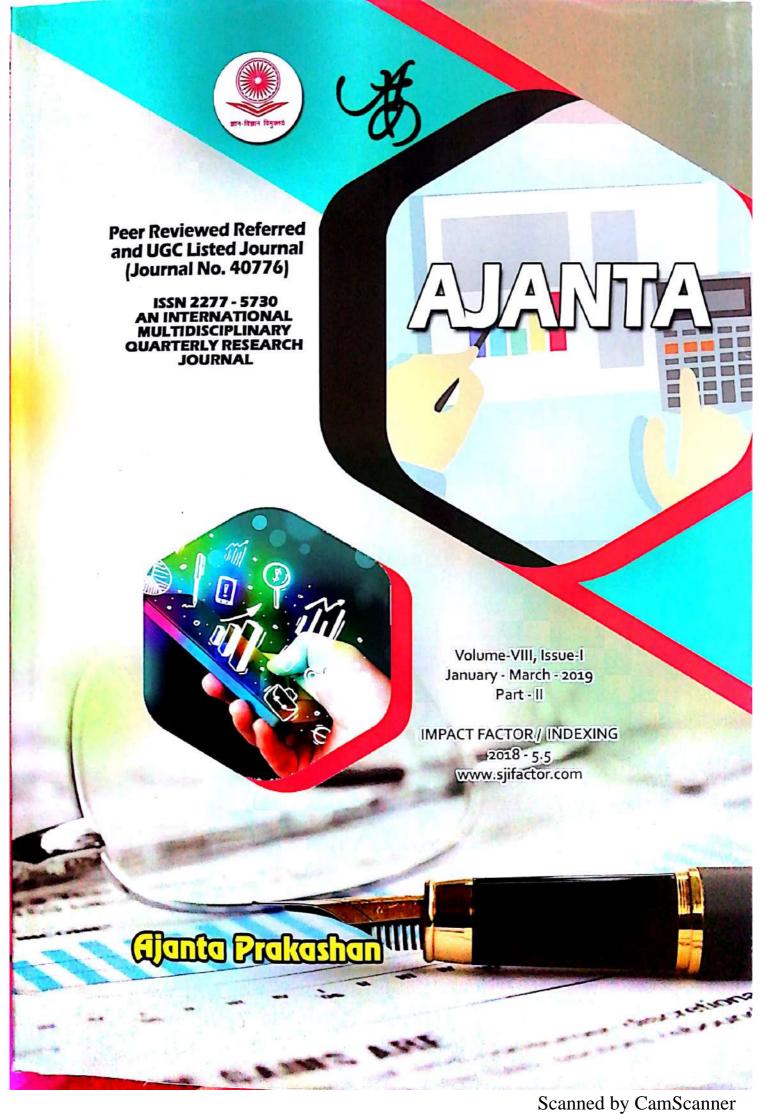sponsored by Savitribai Phule Pune University, Pune.

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A Leadership: It's Theories & Styles

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13. A Leadership: It's Theories & Styles

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Abstract

There is a conventional wisdom that management and leadership go hand in hand, that every manager is(at least should be) a good leader, thus leadership in management has been taken up as a cause to be promoted, and leadership as a word has become a mantra chanted by all and sundry, with many voices proclaiming many different theories, many spoken as facts, particularly by those who are disciples of this management-leadership cause. Examples of the output of those disciples may be found in any of the texts on management, in texts specializing in management for engineers, and, as one might expect, in texts dedicated solely to the leadership cause. Several fallacies and paradoxes in the literature will be examined and an unusual literature source will be used to provide illustrations of leadership types.

Keywords Theories of leadership, styles of leadership.

Research Methodology

This paper is depending upon secondary source of data. The information is collected from different books, journals, magazines and websites.

Objectives

1) To study about history of leadership in India.

2) To analyze importance of leadership.

3) To study about qualities of a good leadership.

4) To study about the theories of leadership.

5) To study about styles of leadership

Introduction

Leadership is both a research area and a practical skill encompassing the ability of an individual or organization to "lead" or guide other individuals, teams, or entire organizations. Specialist literature debates various viewpoints, contrasting Eastern and Western approaches to leadership, and also (within the West) United States versus European approaches. U.S. academic environments define leadership as "a process of social influence in which a person can enlist the

aid and support of others in the accomplishment of a common task" Leadership is the ability of a company's management to set and achieve challenging goals, take swift and decisive action, outperform the competition, and inspire others to perform well.

Definition

"As we look ahead into the next century, leaders will be those who empower others." - Bill Gates Peter Drucker famously stated that "management is doing things right; leadership is doing the right things." Great leaders have dazzling social intelligence, an enthusiasm for change, and above all, idea that allows them to set their highlights on the "things" that truly valued the attention.

Theories of Leadership

1. Trait Theories

Make a distinction between the leaders and the non-leaders. All the great leaders who have been instrumental in shaping their nation and organization displayed certain traits which were distinct from the others. Leaders like Mahatma Gandhi, Margaret Thatcher, Nelson Mandela, Virgin Group CEO Richard Branson, Apple cofounder Steve Jobs, Narayan Murthy of Infosys are distinguished leaders who were visionary and changed the way the world worked around them. The basic point of deliberation in trait theory is the distinguishing attributes of the leaders when compared with the non-leaders. A significant breakthrough for trait theory researchers came with the advent of Big Five personality framework. The Myers-Briggs Type Indicator (MBTI) big five personality traits include:

    i.) Extroversion

    ii.) Agreeableness

    iii.) Conscientiousness

    iv.) Emotional Stability

    v.) Openness to Experience

2. Behavioral Theories

In the behavioral theories particular set of behaviors are gauged and this helps in making a distinction between a leader and a non-leader. Trait theories could provide a basis or a parameter through which a leader could be identified and selected, however, with the help of behavioral theories, the individuals could be trained to become a leader. This would result in the

augmented supply of leaders sincenow the individuals could be converted into effective leaders. Three varied behavioral theories of leadership have been conceptualized.

3. Contingency Theories

The prediction of leadership success is a complex task; a leadership style giving successful results today may not be successful at a future date. This thought process led to the focus on situational influences; consequently conditions keep on changing and so should the leadership style. Five such contingency leadership theories are being discussed here:

I. **Fiedler Model:** The Fiedler contingency model was developed by Fred Fiedler which proposes that effective performance depends upon the accurate alignment between the style of leadership and the extent to which such control (as required by the situation) is vested on the leader. Fiedler tried to gauge three important aspects of it. First the identification of the natural leadership style of the leader i.e., whether the leader is pleasant-unpleasant, efficient-inefficient, supportive-hostile, open-guarded etc., through the least-preferred co-worker (LPC) questionnaire. It makes a distinction between the leaders being task-oriented or relationship-oriented. It is also assumed that the leadership style is basically fixed and in order to suit the situation either the leader or the situation needs to be changed. Secondly, the situation which needs to be defined as identified by

Fielder and which encompasses the key situational factors as 'leader-member relations – confidence, respect, and trust of the follower towards his leader', 'task-structure – extent to which work-roles are structured', 'position power – extent to which a leader exhibits influence on important tasks such as hiring, promotions etc.'.

II. **Cognitive Resource Theory:** Fiedler added a new dimension to the earlier work, with anassociate Joe Garcia. They added that stress is an unfavorable contingency which negatively impacts the effectiveness of a leader. This piece of research is gaining popularity as the results of other researchers are drawing consonance. Cognitive resource theory can be termed as the reconceptualization of the earlier theory, it says that stress is an enemy of rationality and that if stressed a person is loaded with cognitive load.

III. **Hersey and Blanchard's Situational Theory:** The profounder of situational leadershiptheory (SLT) Paul Hersey and Ken Blanchard have developed a leadership model which has gained popularity in the leadership development programs. This theory focuses on the extent of followers readiness based on which a leader selects a right leadership style. It is based

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on the premise that the ultimate leadership effectiveness is judged by the followers who accept or reject the same. By readiness Hersey and Blanchard meant the degree to which individuals have the ability and willingness to achieve a task. Followers are a very important aspect of any leadership style to flourish, it ultimately zeroes down to the acceptance forwarded by the followers. Therefore, in case the followers are unable to unwilling to cater to a particular task in hand, the leader needs to exercise clarity and specification in giving directions by being more task-oriented. SLT has an intuitive appeal however, other researchers have pointed towards methodological errors in theory formulations as SLT could not be replicated successfully elsewhere.

IV. Leader-Member Exchange Theory: This theory is based upon the premise that the Leaders tend to have favorite followers among all the followers which make the 'in-group'. The theory advocates that leaders establish special relationship with small group of followers. These special few people are the most trusted and also enjoy the special privileges meted out by the leader. The question as to how the leader chooses that in-group is also explained in the theory, it says that based on similar attitude and personality characteristics or higher degree of competence, in-group members are chosen upon. So the choice of selection of the in-group lies on the leader, however, such choice is dependent upon the characteristics displayed by the follower.

V. Path-Goal Theory: The essence of this theory is that it is the leader who should providehis followers with requisite resources, information, and support so that they achieve their goals. This theory is therefore called path-goal theory as effective leaders make the path to achieving goals for their followers easy by reducing bottlenecks where ever required. Path-goal theory was given by Robert House. House identified the four leadership behaviors which the leaders employ in tandem; leaders could even display one or all the behaviors together. The four leadership behaviors are: directive leader who gives specific directions of how to go about a task and what are the expectations thereof; supportive leader who shows concern for the followers; participative leader who makes a decision after due consultation with his followers; and achievement-oriented leader who expects his followers and sub-ordinates to be above par and perform with excellence, they generally set the bar high and goals challenging.

Leadership Styles

1. Democratic Leadership-Commonly Effective

Democratic leadership is exactly what it sounds like -- the leader makes decisions based on the input of each team member. Although he or she makes the final call, each employee has an equal say on a project's direction.Democratic leadership is one of the most effective leadership styles because it allows lower-level employees to exercise authority they'll need to use wisely in future positions they might hold. It also resembles how decisions can be made in company board meetings.

2. Autocratic Leadership-Rarely Effective

Autocratic leadership is the inverse of democratic leadership. In this leadership style, the leader makes decisions without taking input from anyone who reports to them. Employees are neither considered nor consulted prior to a direction, and are expected to adhere to the decision at a time and pace stipulated by the leader.Frankly, this leadership style stinks. Most organizations today can't sustain such a hegemonic culture without losing employees. It's best to keep leadership more open to the intellect and perspective of the rest of the team.

3. Laissez-Faire Leadership-Sometimes Effective

If you remember your high-school French, you'll accurately assume that laissez-faire leadership is the least intrusive form of leadership. The French term "laissez faire" literally translates to "let them do," and leaders who embrace it afford nearly all authority to their employees.Although laissez-faire leadership can empower employees by trusting them to work however they'd like, it can limit their development and overlook critical company growth opportunities. Therefore, it's important that this leadership style is kept in check.

4. Strategic Leadership-Commonly Effective

Strategic leaders sit at the intersection between a company's main operations and its growth opportunities. He or she accepts the burden of executive interests while ensuring that current working conditions remain stable for everyone else.This is a desirable leadership style in many companies because strategic thinking supports multiple types of employees at once. However, leaders who operate this way can set a dangerous precedent with respect to how many people they can support at once, and what the best direction for the company really is if everyone is getting their way at all times.

5. Transformational Leadership-Sometimes Effective

Transformational leadership is always "transforming" and improving upon the company's conventions. Employees might have a basic set of tasks and goals that they complete every week or month, but the leader is constantly pushing them outside of their comfort zone.This is a highly encouraged form of leadership among growth-minded companies because it motivates employees to see what they're capable of. But transformational leaders can risk losing sight of everyone's individual learning curves if direct reports don't receive the right coaching to guide them through new responsibilities.

6. Transactional Leadership-Sometimes Effective

Transactional leaders are fairly common today. These managers reward their employees for precisely the work they do. A marketing team that receives a scheduled bonus for helping generate a certain number of leads by the end of the quarter is a common example of transactional leadership.Transactional leadership helps establish roles and responsibilities for each employee, but it can also encourage bare-minimum work if employees know how much their effort is worth all the time. This leadership style can use incentive programs to motivate employees, but they should be consistent with the company's goals and used in addition to unscheduled gestures of appreciation.

7. Bureaucratic Leadership-Rarely Effective

Bureaucratic leaders go by the books. This style of leadership might listen and consider the input of employees unlike autocratic leadership -- but the leader tends to reject an employee's input if it conflicts with company policy or past practices.Employees under this leadership style might not feel as controlled as they would under autocratic leadership, but there is still a lack of freedom in how much people are able to do in their roles. This can quickly shut down innovation, and is definitely not encouraged for companies who are chasing ambitious goals and quick growth.

Conclusion

Effective leadership makes work enriching, ensures unabated contribution by subordinates, leads to effective and efficient utilization of resources, leads to better coordination, co-operation, and communication in the organization. The theories of leadership can be divided into: Trait theories, behavioral theories, contingency theories. Trait Theories make a distinction between the leaders and the non-leaders. Trait theories may not predict the effectiveness of a

leader. With the help of behavioral theories, the individuals could be trained to become a leader.Ohio State Studies zeroed in on two dimensions: Initiating Structure and Consideration. The University of Michigan studies conclude that there are two dimensions of employee oriented and production-oriented leadership behavior. The managerial grid propounded by Blake and Mouton is a two-dimensional graphical description of leadership style. Situational influences gave birth to contingency theories of leadership which are: Fiedler Model, Cognitive Resource Theory, Hersey and Blanchard's Situational Theory, Leader- Member Exchange Theory, Path-Goal Theory, Leader-Participation Model.Effectiveness in leadership can be garnered when the leader is educated of the dynamic situations s/he is bound to face, learning on what style should be utilized and what would be the opportune time for doing it must be taken care of.It is observed that from the available literature, all thestudies conducted are related to the large sector which interns reveal that leadership style, organizational commitment and work satisfaction are interrelated.

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