

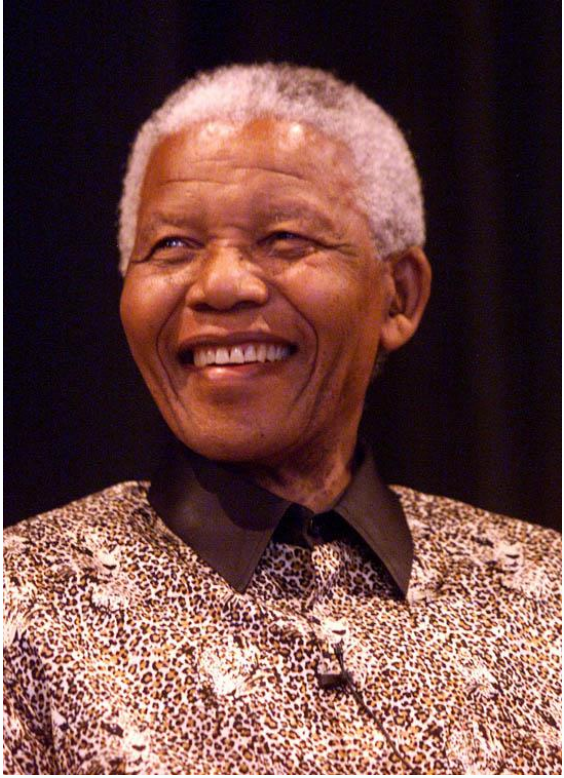
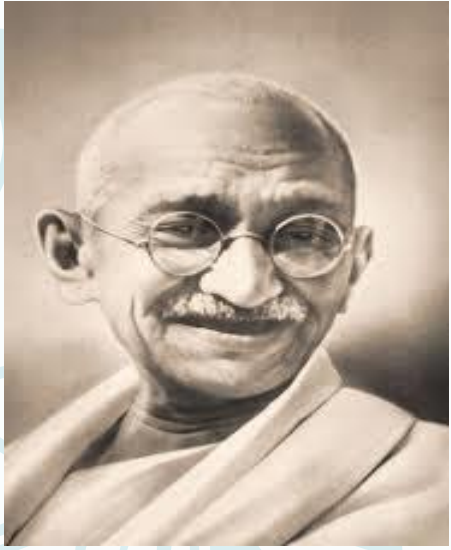


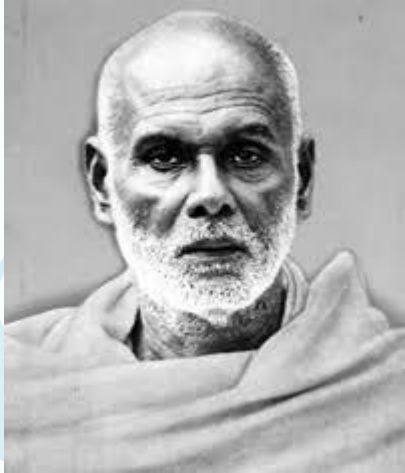
LEADERSHIP

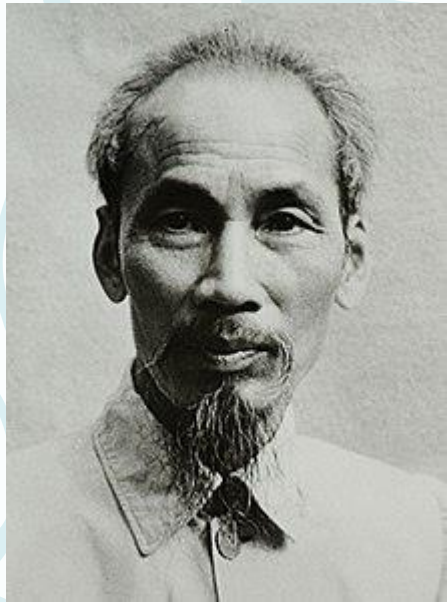
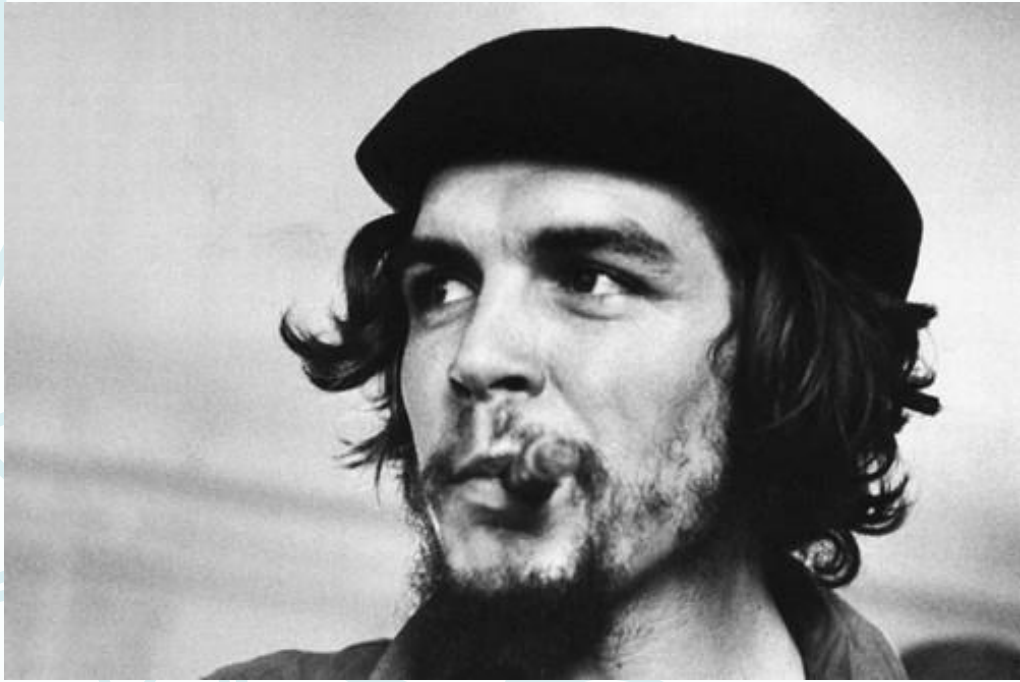
Module V

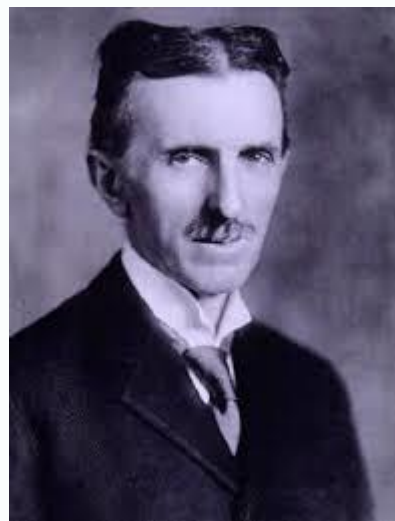
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What is Leadership

- Having a vision
- Convincing others by sharing the vision
- Inspiring others to realize the vision
- Providing knowledge and strategy
- Coordinating and guiding
- Balancing the interests of one and all
- Being resilient at times of crisis

Differences

Leader

- Concerned with setting directions
- Asks what and why
- Relies on personal influence
- Inspires
- Envisions the big picture
- Focuses on development
- Nurtures the followers

Manager

- Concerned with planning and execution
- Asks how and when
- Relies more on organizational structure
- Motivates
- Manages the nitty-gritty
- Focuses on maintenance
- Coordinates people



FRAMEWORK FOR ANALYZING LEADERSHIP

- Leader
 - Traits
 - Expertise
 - Societal/Organizational position

Traits

Influence

- Ability to see the bigger picture
- Charisma
- Enthusiasm, initiative

Results

- Strategic thinking, intelligence, risk-taking



Traits

Control

- Self assuredness
- Dominance, stability

Support

- Sensitivity to others
- Integrity
- Open-mindedness



FRAMEWORK FOR ANALYZING LEADERSHIP

- Followers

- Shared values, norms and extent of bonding between the followers
- Performance and response

- Situation

- Nature of goal
- Level of stress, stakes and the general environment

TRANSACTIONAL LEADERSHIP

- Leader maintains relation through a series of transactions involving reward and punishment
- Importance for adherence to established procedures
- Formal, bureaucratic in nature
- Leader uses position and authority
- Followers are motivated by self-interest

FEATURES

- Contingent reward
 - For effort (pay hike, promotion, support)
- Management by exception
 - Maintaining status-quo
 - Playing by the book

TRANSFORMATIONAL LEADERSHIP



- Transforms the thinking of followers by a sense of mission and excitement
- Relies on his/her charisma and energy
- Encourages to take risk
- Followers motivated by an urge to contribute

FEATURES

- Inspiring vision
 - Focus on broadening the horizons of the employees
- Intellectual stimulation
 - Challenges employees to generate solutions
- Individual concern
 - Leader act as a mentor

LEADERSHIPS

TRANSACTIONAL

- For settled environment
- Less emotion level
- Formal, bureaucratic
- Often one leader
- Planning and execution
- Uses authority
- Reactive

TRANSFORMATIONAL

- During troubles
- Emotional level at high
- Informal and charisma
- Can be multiple leaders
- To promote innovation
- Charisma and enthusiasm
- Proactive



SIX STYLES OF LEADERSHIP - 1

- Authoritative

- Knows what he is doing

- Don't delegate authority

- Micro-manage and control

- Effective when business is adrift or managing problem people

- “come with me”

SIX STYLES OF LEADERSHIP - 2

– Affiliative

- Concern for employees and their problems
- People are valued and a sense of belonging is afloat
- Effective when trust needs to be rebuilt and during stressful times
- “people come first”

SIX STYLES OF LEADERSHIP - 3

– Coaching

- Focus is on continuous personal development
- Assign challenging task to stretch the employees
- Delegates more and failures are tolerated
- Effective when the employees are enthusiastic about their personal development
- “try this”

SIX STYLES OF LEADERSHIP - 4

- Coercive
 - Demands immediate compliance
 - Obeying orders without question
 - Makes the organization less flexible and can have a detrimental effect on the morale of the employees
 - Can only work in a turn-around situation or a crisis
 - “do what I tell you”

SIX STYLES OF LEADERSHIP - 5

- Democratic

- Decisions are based on consensus, works in collaboration with team members

- Organizational flexibility

- When priority is maintaining harmony, for fresh ideas

- “what do you think”

SIX STYLES OF LEADERSHIP - 6

– Pace-setting

- Leader sets high standards of performance
- Demands excellence, urges for fastness
- Works when employees are motivated and have skills
- “do as I do now”



VUCA Leadership

- Coined by the United States Army
- Use to describe the world in the post Cold War era

V - Volatile

U - Uncertainty

C - Complexity

A - Ambiguity

Volatile



- Things are changing too fast
- In a volatile market, prices change vigorously
- Hard to foresee and tackle changes that happen quickly

Uncertainty

- Not sure or certain about the order or nature of things and probable consequences of his actions
- Lack of clarity due to imperfect or insufficient data
- *Nebel des krieges*
- In business, too much uncertainty stalls the decision making process. If within manageable limits, produce creative solutions

Complexity

- Conditions having multiple factors, each one autonomous but inter-related and inter-dependent
- Cloud judgement
- Decision making becomes difficult as these factors have influence over the outcome

Ambiguity



- Situations open to more than one interpretation
- Lack of exactness or doubtfulness of meaning/intention
- With lot of interpretation, difficulty to choose the correct one



In the VUCA world, leaders need...

- **L**earning agility
- **I**ntellect to deal with complexity
- **V**alues for guidance through uncertainty
- **E**motions to relate to others
- **D**rive for relentless pursuit of goals



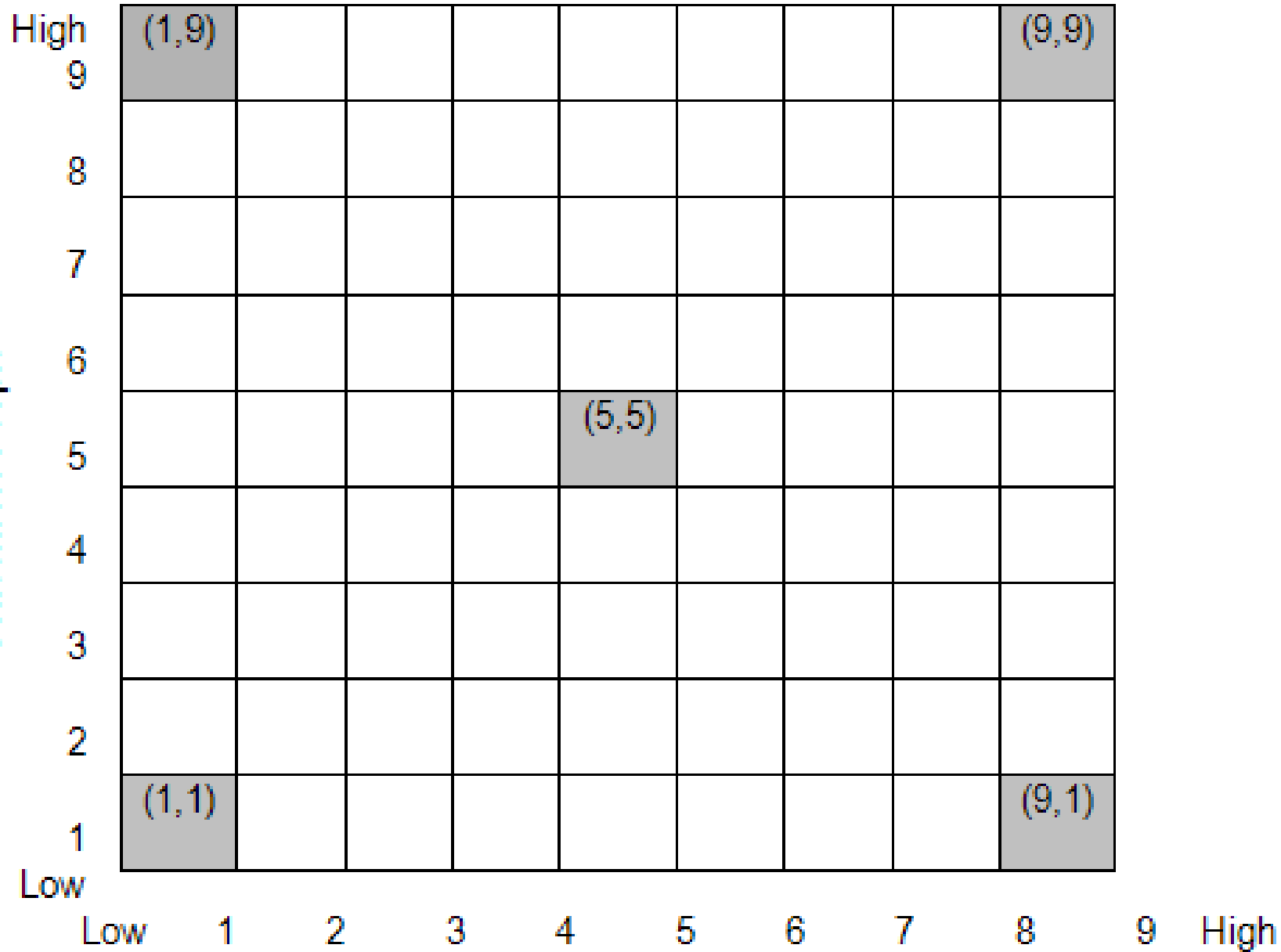
Learning agility

- The ability to process new experiences and learn from them with speed, flexibility and collaboration
- Open to new experiences
- Taking time to reflect and integrate new perspectives and skills

Leadership Grid

- Behavioral leadership model
- Developed by Blake and Mouton
- Categorizes leaders into one of 81 possible leadership types
- Categorization is based on two behavioral dimensions:
 1. Concern for people
 2. Concern for production

Concern for People



Concern for Production

Leadership Grid



– John c Maxwell

“a leader is one who knows the way, goes the way
and shows the way.”

