**Chapter-V**

**Leadership and Supervision (Stage-I)**

**Synopsis:**

1. Introduction.

2. Definitions and meaning.

3. Major tasks of a leader.

4. Ingredients of leadership.

5. Approaches to leadership (07-28).

6. Differences between Leader and a manager.

7. Discussion and conclusion.

# 8. Essential Qualities of a Leader / an Officer

9. Case-RIMS Titan.

**1. Introduction:**

1.1 Some people consider “managerial-ship and leadership” as synonymous, but should be distinguished. There can be leader of an unorganized group; whereas there can’t be a manager. However, leadership is an important aspect of managing and directing, the ability to lead effectively is one of the keys to be an effective manager. Managers must exercise all the functions of their roles (POSDCOMB), in order to combine 06 Ms (Man, machine, material, money, method and motive) resources to achieve objectives. The essence of leadership is fellowship. Leadership and motivation are closely interconnected.

**1.2 Elementary Requirement of Leadership is LCM:** (Leadership traits, Communication= clarity in thought process, and Motivation= making a follower to do, what he would not have done otherwise, like Film Lagan, or Arjun in Mahabharat).

**2. Definitions and Meaning:**

**2.1** Leadership is an art or an act of influencing others to direct their will, abilities and efforts to the attainment of leader’s goals. Here, leadership lies in motivating individual and group efforts towards the optimal achievement. It is the manager in an effective and prosperous organization, who by virtue of his leadership traits inspires the employees to contribute willingly, cooperatively and generously to the optimum achievement of organizational goals.

**2.2 Definitions (**Very selective definitions to begin with)**:**

2.2.1 “Every soldier has a right to have competent command”- -Julius Caesar

2.2.2 Definitions by Bhisham Pitamah, see below:

A. “Leadership is the capacity to frame plans that will succeed and the faculty to persuade others to carry them out in the face of all difficulties-even death”.

B. “Leadership is the one who can lead the troops into the battle”.

C. “Leader is man whose thoughts, words and deeds are in harmony, can become a good and effective leader.”

2.2.3 “Leadership is**a process of social influence, which maximizes the efforts of others, towards the achievement of a goal.”-Chankaya**

2.2.4 “A process of influence on a group in a particular situation, at a given point of time and in a specific set of circumstances that stimulate people to strive willingly to attain organizational objectives, giving them the experience of helping to attain the common objectives and satisfaction with the types of leadership provided.” -James J Cribbin

**3. Major tasks of a leader:** A manager is primarily connected with setting the goals, developing strategies and policies. Here, the leadership roles are to:

1. Recognize people, differ in motivational pattern.
2. Gain an understanding of group dynamics.
3. Create conducive environment to attain the organizational goals.
4. Stimulate/ motivate the employees for their optimum contribution.
5. Understanding the changing environment, analyze, interpret to employees and redirect their efforts.

**4. Ingredients of leadership:** There are four (04) ingredients, which can be taken out of the definitions (refer para-2&3 above):

(a) **Leadership is Power:** It is the ability to use power and in a responsible manner.

(b) **Fundamental Understanding of People** (Refer Bhisham Pitamah- like a mother): That is the ability to comprehend that human- being with different thinking (cognitive dissonance) with different motivational forces at different times and situation.

(c) **Possessing unique ability to Inspire People:** It is, so they apply their full potential to project/ assignment tasks.

(d) **Styles of leadership and Development climate:** That’s an ability to develop a conducive climate to respond and arouse motivation.

**5. Approaches to leadership (**07-17**):** There are seven approaches to leadership. They are:

(a) **The traits approach:**

(i) Physical.

(ii) Technical/professional.

(iii) Behavioural/ Attitudinal.

(iv) Knowledge.

(v) Emotional intelligence.

(b) **Leadership Behaviour/ Style Approaches:**

(i) Approach based on authority –**Styles approaches:**

(aa) Use of Autocratic style.

(ab) Use of democratic style.

(ac) Laissez Faire (Free rein) style.

(ii) Likert’s four system of management approaches **(4SA):**

(aa)-S-1: “explosive-authoritative A**”**.

(ab)-S-2: Benevolent Autocratic “B”

(ac)-s-3: Consultative “C”

(ad)-S-4: Group Participative “D”

(iii) **Managerial Grid:**

(aa) Impoverish management.

(ab) Country/ club management.

(ac) Adequate performance.

(ad) Production oriented or Obedience management

(ae) Team management.

(iv) **Leadership as a Continuum:**

(aa) Autocratic.

(ab) Democratic.

**Note:** Both will depend upon a situation and various other factors given ahead.

(c) **Situation or Contingency approaches of leadership:**

(i) Fiedler’s contingency approach.

(ii) The path-goal approach- effectiveness.

### 5.1 The Traits Approach: It identifies some unique traits grouped in five categories; like Intelligence, Knowledge, Physical appearance, Social quotient and Communication skills. This will distinguish the effectiveness of a manager or a leader from others. In fact, these traits are a pattern of behaviour (Refer appendix given at the end).

**5.2** **Leadership Behaviour/ Style Approaches:** They have been sub-divided into four more major categories (refer models ahead) and given in th succeeding paragraphs:

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| **5. (Leadership Approaches)**  **1.Traits A 2. Behavioural/Style A 3. Situational A 4. Miscellaneous A**  **Variable traits**  **that one possesses (Refer handout on OLQ)-Officers like qualities**  **3.1 Fiedler’s Contingency A**  **3.1**  **2.2 Likert’s 4 Systems:**  **1. S1. Autocratic**  **2. S2. Benevolent Authoritative**  **3. S3. Consultative**  **4. S4. Participative gp or Democratic.**  **2.1 Leadership based on styles:**  **1. Autocratic L.**  **2. DemocraticL.**  **3. Laissez Faire (Free rein) L.**  **Depending upon on various schools of thoughts**  **3 3.2 The Path-goal A**  **2.3 Managerial Grid**  **2.4 Leadership as Continuum**  **(Model-5.1)** |

* 1. **Styles based Approach as Use of Authority:** This approach is also called style approach, because of this sub-approach:

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| **Style based Approach**   |  |  |  | | --- | --- | --- | | **Autocratic style**  **Autocratic L**  F  F  F  **F=** follower  All decisions by **L** | **Democratic style**  **Democratic L**  F  F  F  Decisions shared by all | **Laissez Faire (Free rein) style**  **Laissez Faire L**  F  F  F  No decision made by L |   **(Model-5.2)** |

**5.4 Likert’s** **four System of Management Approach (4SA):** These approaches appear to be more practical; for the managerial-ship and easy to co-relate with the system. These are also called Likert’s 4S approaches:

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| |  |  |  |  | | --- | --- | --- | --- | | **System-1** | **System-2** | **System-3** | **System-4** | | Management is described as **“explosive-authoritative A”**. Leaders are highly autocratic, thus with little trust in subordinates.  Hence, we can call it an approach **A.** | This is called a **“Benevolent-authoritative A”.** Here leader patronizes trust and confidence in subordinates. Motivates with reward and fear of punishment. Hence, we can call it anapproach **B.** | This is called a “Consultative A”. Leader has substantial trust and confidence in subordinates.  Hence, we can call it anapproach **C.** | Managers have full trust & confidence in subordinates. It is a “participative group”. He gets ideas and opinion from them and constructuvely use them. So they are very successful. Hence, we can call it anapproach **D.** |   **(Table-5.4)** |

**5.5 Managerial Grid:** This approach identified various managerial / leadership styles on a grid on 09 points each on both the axis.

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| **Managerial Grid**  **Y**   |  |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | --- | | **1,9**  **Con- cer- ned**  **for**  **Peo-**  **Ple** |  |  |  |  |  | Star | or | 9,9 | | Country | club |  |  |  |  | Team | Mgt. |  | | Mgt. |  |  |  |  |  |  |  |  | |  |  |  | Adeq- | uate | mgt |  |  |  | |  |  |  |  | **5,5** |  |  |  |  | |  |  |  |  |  |  |  |  |  | |  |  |  |  |  |  |  |  |  | | **Impov-** | **rished** |  |  |  |  | Obed- | ience | Mgt. | | **1,1** | **Mgt.** |  |  |  |  |  |  | **9.1** |   **0 1 2 3 4 5 6 7 8 9 X**  **(Concerned for production)**  **(Model-5.5)** |

**5.6 Leadership as a Continuum:** There are two types of leadership; autocratic and democratic. This approach offers range of styles, with a suggestion that one is always right and another is always wrong. Here, a manager should consider the following factors:

(a) Forces within him.

(b) Forces within subordinates.

(c) Farces in situation.

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| **Leadership as a Continuum**  **Autocratic Democratic**  **Level**  **(Either way or 50-50)**  **Level**  **(Model-5.6)** |

**5.7 Fiedler’s Contingency Approach:** It identifies two types of leadership behaviour, but the sources of leadership will depend upon the following situations comprising of:

(a) Leader’s personal relationship with the group members.

(b) Formal authority of the leader or a power he possesses.

(c) Degree of task structure.

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| **Fiedler’s Contingency Approach (Part of situational Approach)**  **Task oriented leader People and Interpersonal oriented leader**  **Least preferred co-worker Assumed similarity between opposite)**  **(LPC) (ASO)**  **(Chart-5.7)** |

**5.8 The Path-goal Approach:** The leadership effectiveness depends upon his ability to provide opportunities for employees’ needs and satisfaction. This also enhances environment for work by coaching, motivating and rewarding thus, providing QWL.

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| **Path-goal Theory Process (Steps)**  **Leader provides assistance on employee path towards goals**  **S-4**  **Leader connects goals with rewards S-3**  **Appropriate goals are established**  **S-2**  **Identification of needs by a leader**  **S-1**  **Both employee and organization reach their goals**  **S-7**  **Effective performance occurs**  **S-6**  **Employee becomes satisfied and motivated, and they accept leadership**  **S-5**  **s-5**  **(Model-5.6)** |

6. **Differences between a Leader and a Manager:** Generally, we co-relate both as one or use the word interchangeably, but it is not. Hence, there clear cut differences between the two and at the same time, it does not mean that both would not have over-lapping traits.

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| |  |  |  | | --- | --- | --- | | **Differences between Leader and a Manager** | | | | **Manager** | **No.** | **Leader** | | Doing things right. | 1 | Doing things right | | Efficient in climbing a successful ladder. | 2 | Choosing the right wall for **leaning the ladder**. | | Works well in peace or under ideal situations. | 3 | Functions well in war or crisis, too. | | Plans and budgets. | 4 | Sets directions. | | Performs organizing and staffing function. | 5 | Performs **aligning function.** | | Utilizes material resources. | 6 | Utilizes human resources also by **exploration.** | | He does what is in order | 7 | He sets examples. | | He uses authority. | 8 | He uses power. | | He accepts status –quo. | 9 | He changes the status-quo. | | He is an administrator. | 10 | He is an innovator. | | He is in all the formal organizations. | 11 | He is in **informal** organizations, too. | | Acts as a control. | 12 | Inspires or motivates. | | Engenders fear, may lead to **panic.** | 13 | Inspires enthusiasm. | | Imitate. | 14 | Originate. | | More depends upon authority. | 15 | Depends on c**onfidence** and goodwill. | | Believes in I! | 16 | Believes in word ‘we’ and you (to give credit). | | Bureaucratic approach- to follow set standards without any deviation. | 17 | More belief in creativity- innovation. | |  | 18 |  |   **(Table-5.1)** |

References;

Mgt concepts and Strategies Chandan, JS

Human aspects of mgt- Rao, P Subha.

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| 7. Discussion and conclusion. Qualities of a Leader / an Officer (Developed by Col. (Dr.) V. K. Gautam, Dean Students’ Welfare-DAVV for the students of PDP class and appearing in the SSB/ professional interviews, also for lecture on Leadership for MBA/ MCA of UTD and University Youth Festival teams for National and South Asia-2005-6) I. Introduction:1. In all professions, top brass expects certain essential qualities in a candidate, as he/ she has to perform unexpected duties. Simply routine duties, any manager can perform, leadership traits are required, when situation is uncommon or in crisis, that too; not only satisfactorily but efficiently, effectively, cheerfully and expeditiously. 2.As we experience that in all walks of life, leadership traits are required at each  and every step and have them and the quantum and number of these traits varies. None can have all the traits in full or can claim as *Maryada Purshottam*. These traits are inherited from ancestors and few are developed in a companionship or can be developed during the training. Those who possess and display are called Leaders and others not.  3. Definitions of Leadership. Being covered in OB class.  4. There are as many as 300 leadership traits one should possess and for the purpose of selection of an Officer for the defense services, a psychologist looks for these traits, so goes to any professional company or a business house. Hence, for the purpose of convenience, these traits are classified and sub-classified as below as **Leadership** Traits as **ABC-Z Traits** (as one of the classification of leadership, being covered in OB class in brief)**.**  **II. ABC-Z Leadership Traits:**   1. Alertness-physical and mental. 2. Arriving at quick and appropriate decisions. 3. Boldness. 4. Bearing (examples of IPKF & 1st President). 5. Courage physical & Moral. 6. Character# 7. Communication skill (clarity of thought). 8. Delegation of responsibility (definition). 9. Dependability (explain). 10. Enthusiasm with vision (***josh*** *with* ***hosh***). 11. Ethics and code of conduct. 12. Facing criticism cheerfully. 13. Flexibility. 14. God fearing (explain) 15. Honesty\* (fair, free from fraud and uprightness). 16. Human understanding (empathy, not sympathy-differentiate). 17. Influencing ability. 18. Initiative (always right foot forward). 19. Integrity= uprightness & \*honesty) and loyalty=being faithful). 20. Liveliness. 21. Loyalty (towards country, command, community, that’s unquestionable). 22. Motivating (self and command). 23. Meticulous (Systematic, no ***ad hocism***). 24. Noble (#high character, mind, thinking, ideas). 25. Pious (nearness from heart). 26. Resourcefulness. 27. Self-confidence. 28. Sense of justice and fairness. 29. Truthfulness (in life and profession). 30. Unselfishness. 31. X-ray (transparency). 32. Yield (ROI, results, productivity and not surrender or submission). 33. Wisdom (differentiate between intelligence & wisdom) 34. Zeal (fervour or keenness or @)   **III. Leadership Traits in specific with sub-classifications:** Intelligence:  1. Basic intelligence. 2. Practical or effective Intelligence. 3. Originality, maturity and reasoning ability. 4. Organizational ability.  Possession of Sound Knowledge:Common working K (CWK).  1. Professional K. 2. General awareness (sports, new developments around). 3. Social Quotient. SQ. 4. Reading habits and type of literature.  Effective Power of Speech: (In details, being covered in routine lectures on Communication & Listening)  1. Communication skill. 2. Clarity of thought. 3. Listening habit. 4. Presentation/ displaying of K. 5. Art of holding audience. 6. Element of assertiveness.  Social Qualities:  1. Ability to mix up in the society. 2. Co-operative spirit and social adaptability. 3. Sense of responsibility and duty. 4. Hobbies. 5. (SPACE- in separate lecture on Social and spiritual Intelligence).  Physical Fitness, Stamina, Determination and Courage:  1. Physical health and capacity to work for long hours. 2. Determination to attain objectives. 3. Physical courage and moral courage. 4. Appearance. 5. Smartness. 6. Handsomeness (***Bheesham Pitamah*** way) |