

**Foundations of Group Behavior:** The Meaning of Group & Group behavior & Group Dynamics, Types of Groups, The Five – Stage Model of Group Development.

**Managing Teams:** Why Work Teams, Work Teams in Organization, Developing Work Teams, Team Effectiveness & Team Building.

**Leadership:** Concept of Leadership, Styles of Leadership, Trait Approach Contingency Leadership Approach, Contemporary leadership, Meaning and significance of contemporary leadership, Concept of transformations leadership, Contemporary theories of leadership, Success stories of today's Global and Indian leaders.

## MEANING OF GROUP:

### What is A Group?

Every organization is a group unto itself. A group refers to two or more people who share a common meaning and evaluation of themselves and come together to achieve common goals. In other words, a group is a collection of people who interact with one another; accept rights and obligations as members and who share a common identity.

M.E. Shaw defined a group “as two or more people who interact and influence one another.” Viewers in a theatre, passengers in a train are not a group unless they interact for long and exert some influence on each other. Such people's gatherings are referred to as collection. They interact at a very low level nor they get influenced with each other but enjoy being in collection. The collection of people may get-converted into a group temporarily if they are caught up in a dangerous situation like fire, robbery etc. They will come over a problem fighting as a group united.

A work group is collection of two or more individuals, working for a common goal and they are Inter dependent. They interact significantly to achieve a group objective. For a manager it is difficult to manage group because of varied nature, personality traits, attitude of individuals and personal interest in the group job the group members display. It is therefore important for managers to understand group member behaviour and deal effectively with the group because of the synergy they provide. Manager should be able to achieve not only group objective but should be able to fulfill individual objectives within the overall organizational frame work.

Group members should be able to achieve greater (volume and quality) than the sum total of individual contribution. This is achieved by joint idea generation, finding out various courses open, and selecting and implementing the best course of action. Because of the joint efforts of the group, it possible to use skill, knowledge and experience of group members to achieve quality decisions and achieve group goals.

Fred Luthans states that if a group exists in an organization, its members:-

- Are motivated to join
- perceive a group as unified unit of interacting people
- contribute to various amounts to the group processes
- reach agreement and disagreements through various forms of interaction.

### Characteristics features of a Group:

Regardless of the size or the purpose, every group has similar characteristics features:

- (a) 2 or more persons (if it is one person, it is not a group)
- (b) Formal social structure (the rules of the game are defined)
- (c) Common fate (they will swim together)
- (d) Common goals (the destiny is the same and emotionally connected)
- (e) Face-to-face interaction (they will talk with each other)
- (f) Interdependence (each one is complimentary to the other)
- (g) Self-definition as group members (what one is who belongs to the group)

### Reasons for Group:

Man is a social animal and he lives in groups, he moves in groups. So, group is inherent to human beings.

**Following are the few reasons why group is essential:**

1. Management of modern organisations is making concerted efforts to introduce industrial democracy at workplace. They are using task force, project teams, work committees where workers get due representation. They participate very often in decision-making. This takes place in groups.

2. The tasks in modern industries are becoming more complex, tedious and monotonous. To change these conditions and make the environment at workplace more lively, work committees and work groups and teams are formed to monitor the work and change.
3. To make participative management more effective and relieve executives of petty responsibilities employees are given these responsibilities to carry on successfully and effectively. Group of employees are also given joint responsibility to carry on the work.
4. Groups of all kinds and types are used by inviting their cooperation in all matters related to production as well as with human relations to make the organisation effective.
5. There are several works which an individual cannot perform. To complete such tasks, group efforts are required for its completion, e.g. building of a ship, making of a movie, construction of a fly-over, a complex etc. All these require coordinated and unified efforts of many individuals i.e. groups. A group can do the work which cannot be performed by an individual or beyond his capabilities.
6. A group can make better judgment as compared to an individual.
7. While accomplishing tasks group can use creative instinct and innovative ideas than a single individual.
8. When group is working, all the benefits of division of labour accrue.
9. Individuals in a group communicate with each other and discuss work performance and suggestions to make it better and excellent.
10. Group efforts substantially affect individual, his attitude and behaviour.
11. Group has the ability to satisfy the needs of its members. In a group an individual member feels secured and he can directly get technical and work related assistance. They also get special support when they are emotionally depressed.

### **Group Effectiveness:**

Group is a social setting that offers knowledge, hard work and opportunities. The group influences individual member's attitude and behaviour. A group's effectiveness brings about organisational effectiveness which is essential for growth and prosperity of organisation. There are certain measures of group effectiveness.

- (1) Productivity:** Higher the productivity effective is the group. Quality and quantity of product speaks for group effectiveness,
- (2) Attendance:** Each group member must attend the work regularly. Absenteeism and high employee turnover speaks for laxity of the group. Fair attendance makes the group effective.
- (3) Job Satisfaction:** Job satisfaction motivates the group for hard work to make it more effective. Management should take steps to ensure job satisfaction of its employees.
- (4) Attitude:** Attitude of group members towards work also is a measure of group effectiveness and must be taken seriously. Efforts must be made to develop and nurture positive attitude of the group member.
- (5) Employee Well-being:** Physiological and psychological welfare of the employee keeps them fit. Efforts should be made to assure the mental and physical fitness of the employees to ensure group effectiveness.
- (6) Learning:** Knowledge comes through learning i.e. education, training, knowing things from fellow employee and making one suitably knowledgeable and skilled in working. This makes the group effective. Knowledge is power.
- (7) Retention:** Retaining the human resources makes the group effective. Firing them very often leads to chaos because every time a new person enters the group disturbing the group cohesiveness having negative effects.

### **GROUP BEHAVIOUR:**

In an organizational context, groupthink and group behavior are important concepts as they determine the cohesiveness and coherence of the organizational culture and organizational communication.

Group behavior needs to be inculcated in organizations for the simple reason that employees must conform to the rules and regulations that govern organizations. Hence, there is a need for uniformity and consistency in the way organizational group behavior has to be molded. Meaning of Group Behaviour:

Individuals form groups. They live in groups. They move in groups. They work in groups. Groups are important. They influence work and work behaviour. They cannot be ignored. They exert significant influence on the organisation. They are inseparable from organisation. They are useful for the organisation. They form foundation of human resources. The study of group behaviour is important. Individual and group behaviour differs from each other. Group behaviour affects productivity.

The importance of group behaviour has been realized from time to time. Elton Mayo and his associates way back in 1920 conducted the famous Hawthorne experiments and came to know that the group behaviour have major impact on productivity.

Human resources comprise individuals and individuals move in groups. Every manager must possess the knowledge of group behaviour along with individual behaviour. He must understand group psychology. He should understand individual behaviour in the context of group behaviour. Individual behaviour is influenced by the group behaviour.

An individual's work, job satisfaction and effective performance is influenced by the group in which he moves. At lower level of the organisation it is the small groups of employees work as a team. They have the responsibility to finish a task assigned to them within a stipulated period of time.

If they come across a problem they tackle it by themselves. They get guidance from senior fellow workers in solving the problem and accomplishing it. It is needless to say that groups are important in employee's life. They spend increasing proportion of time with the group at workplace.

## **GROUP DYNAMIC:**

### **Meaning:**

The word dynamics means 'force'. Group dynamics means the study of forces within a group. Since human beings have an innate desire for belonging to a group, group dynamism is bound to occur. In an organization or in a society, we can see groups, small or large, working for the well-being.

The social process by which people interact with each other in small groups can be called group dynamism. A group has certain common objectives and goals and members are bound together with certain values and culture.

In organizational development, group dynamics refers to the understanding of behaviour of people in groups that are trying to solve a problem or making a decision. A good manager can act as a facilitator and assist the group in accompanying its objectives and arrive at correct decisions.

Because people gather in groups for reasons other than task accomplishment, group process occurs in other types of groups such as personal growth groups (e.g., encounter groups, study groups, prayer groups). In such cases, an individual with expertise in group process can be helpful in the role of facilitator.

Within an organization we do find number of groups. Individuals joining group (s) is a reality – may be formal or informal groups. People work in groups quite frequently and in many different areas of their life e.g. at work, school/college, sport, hobbies. The managers need to understand Group Dynamics that can enable managers to adopt the right approach of interacting with them.

Group dynamics deals with the attitudes and behavioral patterns of a group. Group dynamics concern how groups are formed, what is their structure and which processes are followed in their functioning. Thus, it is concerned with the interactions and forces operating between groups.

Group dynamics is relevant to groups of all kinds – both formal and informal. If the UPA government has set up Group of Ministers for every governance issue, the Supreme Court of India has 27 Group of Judges committees overseeing all manner of non-judicial work in the apex court. In an organizational setting, the term groups are a very common and the study of groups and group dynamics is an important area of study.

Why do individuals form into groups? Before discussion of some very practical reasons, it would be beneficial to examine briefly some of the classic social psychology theories of group formation, or why people affiliate with one another.

The most basic theory explaining affiliation is *propinquity*.

This interesting word means simply that individuals affiliate with one another because of spatial or geographical proximity.

The theory would predict that students sitting next to one another in class, for example, are more likely to form into a group than are students sitting at opposite ends of the room.

In an organization, employees who work in the same area of the plant or office or managers with offices close to one another would more probably form into groups than would those who are not physically located together. There is some research evidence to support the propinquity theory, and on the surface it has a great deal of merit for explaining group formation. The drawback is that it is not analytical and does not begin to explain some of the complexities of group formation and the modern development of globalization and electronic, online networking and telecommunicating (i.e., virtual teams that are linked in cyberspace rather than physical proximity).

These recent developments give new meaning to spatial or geographic proximity. Some theoretical and practical reasons for group formation need to be further explored.

It is therefore important that at lower level, the accomplishment of group objective will contribute towards achievement of organizational objectives. If there is lack of coordination of various group activities, an end product cannot be attained and the organizational goals cannot be effectively achieved.

Thus as, Uma Sekaran<sup>1</sup> has stated that “the synergy is a function of both division of labour and coordination of activities in organizations since group provide synergy through specialization and coordination, they are integral to the organizations functioning”. There are socio psychological factors which come into play when a particular work is undertaken by the group. Personal objectives or interest have to be kept aside for the overall group objectives.”

Instead of quickly moving to teams formation, the discussion begins with groups and their dynamics, an understanding of which is basic to the field of organizational behavior. The term *group* can be defined in a number of different ways, depending on the perspective that is taken.

A comprehensive definition would say that if a group exists in an organization, its members:

1. Are motivated to join
  2. Perceive the group as a unified unit of interacting people
  3. Contribute in various amounts to the group processes (that is, some people contribute more time or energy to the group than do others)
  4. Reach agreements and have disagreements through various forms of interaction
- Just as there is no one definition of the term *group*, there is no universal agreement on what is meant by *group dynamics*.

Although Kurt Lewin, widely recognized as the *father of group dynamics*, popularized the term in the 1930s, through the years different connotations have been attached to it.

One normative view is that group dynamics describes *how* a group *should* be organized and conducted. Democratic leadership, member participation, and overall cooperation are stressed.

A third view of group dynamics is that it consists of a set of *techniques*.

Here, role playing, brainstorming, focus groups, leaderless groups, group therapy, sensitivity training, team building, transactional analysis, and the Johari window are traditionally equated with group dynamics, as are the more modern self-managed and virtual teams.

An example of a recent group technique is called “creative abrasion,” which is the search for a clash of ideas rather than “personal abrasion,” or the clash of people. The goal here is to develop greater creativity from the group.

A third view is the closest to Lewin’s original conception. Group dynamics are viewed from the perspective of the internal nature of groups, how they form, their structure and processes, and how they function and affect individual members, other groups, and the

organization. The following sections are devoted to this third view of group dynamics and set the stage for the

### Importance of Group Dynamism:

1. The group can influence the thinking of its members. The members are always influenced by the interactions of other members in the group.
2. A group with a good leader performs better as compared to a group with weak leader.
3. The group can give the effect of synergy, that is, if the group consists of positive thinkers then its output is more than the double every time.
4. Group dynamism can give job satisfaction to the members.
5. The group can also bring team spirit among the members.
6. Even the attitude, perceptions, and ideas of members depend on group dynamism. For example, the negative thinkers can be converted to positive thinkers with the help of the facilitator.
7. If the group works as a cohesive group, the cooperation and convergence can result in maximization of productivity.
8. Lastly, group dynamism can reduce the labour unrest and labour turnover due to emotional attachment among the group members.

### Types of Groups

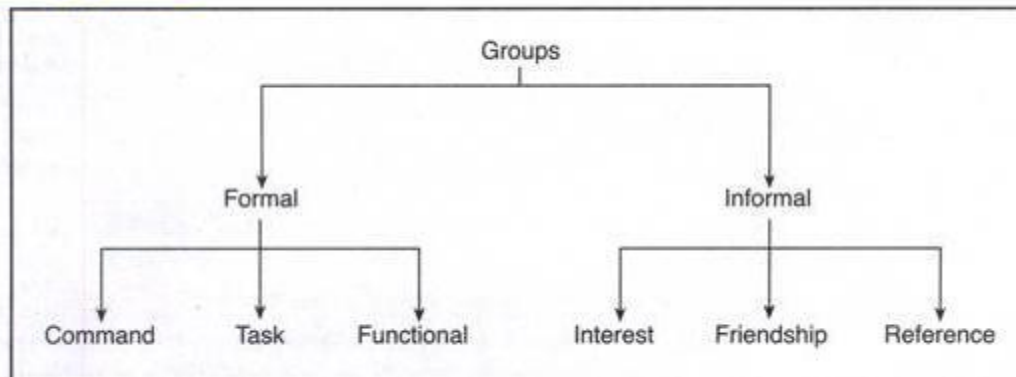


Figure 12.2 : Types of Groups

**According to the structure:** Groups can be either formal or informal.

1. **Formal Groups:** A formal group is set up by the organisation to carry out work in support of the organization's goals. In formal groups, the behaviours that one should engage in are stipulated by and directed toward – organisational goals. Examples include a book keeping department, an executive committee, and a product development team.

Formal groups may be command groups or task groups.

**(a) Command Group:** A command group consists of a manager and the employee's who report to him or her. Thus, it is defined in terms of the organization's hierarchy.

Membership in the group arises from each employee's position on the organisational chart.

**(b) Task Group:** A task group is made up of employees who work together to complete a particular task or project. A task group's boundaries are not limited to its immediate hierarchical superior.

It can cross command relationships. A employee's membership in the group arises from the responsibilities delegated to the employee – that is, the employee's responsibility to carry out particular activities. Task group may be temporary with an established life span, or they may be open ended.

#### **(c) Committee**

The other form of formal group is committee. It can be of permanent or temporary nature. Planning committee, finance committees are of permanent nature, they keep working all along and have a designated authority to control the work. There are temporary committees, which are formed to accomplish a one-time works like committees formed at district levels to issue identity cards to citizens. They are formed for specific work and disbanded once they have completed their work.

**2. Informal Groups:** An organisation's informal groups are groups that evolve to meet social or affiliation needs by bringing people together based on shared interests or friendship.

Thus, informal groups are alliances that are neither formally structured nor organisationally determined. These groups are natural formations in the work environment that appear in response to the need for social contact. Many factors explain why people are attracted to one another. One explanation is simply proximity; when people work near one another every day, they are likely to form friendships. That likelihood is even greater when people also share similar attitudes, personalities, or economic status.

**(a) Friendship Groups:** Groups often develop because the individual members have one or more common characteristics. We call these formations 'friendship groups'. Social alliances, which frequently extend outside the work situation, can be based on similar age, same political view, attended the same college, etc.

**(b) Interest Groups:** People who may or may not be aligned into common command or task groups may affiliate to attain a specific objective with which each is concerned. This is an interest group.

**(c) Reference Groups:** Sometimes, people use a group as a basis for comparison in making decisions or forming opinions. When a group is used in this way, it is a reference group.

Employees have reference groups inside or outside the organisation where they work. For most people, the family is the most important reference groups.

Other important reference groups typically include co-workers, friends, and members of the person's religious organisation. The employee need not admire a group for it to serve as a reference group. Some reference groups serve as a negative reference; the employee tries to be unlike members of these groups.

**(d) Membership Groups:** When a person does belong to a group (formal and informal groups to which employees actually belong) the group is called a membership group (or affiliation group) for that person.

Members of a group have some collection of benefits and responsibilities that go beyond the group serving as a reference point. In a membership group, each member would be expected to contribute to the group's well being and would enjoy the benefits arising from the group members' friendship.

**According to purposes:** groups can be classified into the following:

- a) **Vocational Groups:** Association of the same vocation e.g.: Class I officers association, teachers association etc.
- b) **Instructional Groups:** The people who have enrolled themselves for the same course e.g. students doing M. Tech in the same subject
- c) **Government Group:** Association formed for the governing e.g. municipal council, management board.
- d) **Religious Group:** People belonging to same religion coming together and forming a group.
- e) **Recreational Group:** Group formed with a purpose of recreation e.g. football club, cricket club etc...

**According to Size of the Group:**

There is no limit to the size of group. It can be of very small size comprising of two members to any number of members. The size of the group affects the behaviour of member of that group. Small groups of two or three need special concern.

a) **Dyad or Group of Two:**

Dyad consists of two persons only. In this group no third person is present to mediate when difference of opinion or disagreement on any count arise. This results in frequent quarrel, fight between the two. But the persons in this group maintain agreement between them and do not indulge in quarrel. They avoid differences between the two or set them aside.

They avoid clash on any issue because it may lead to failure of the group, and that is wise. But disagreement leads to new ideas which help in decision-making. It is better not to have dyad if differences in opinions or disagreements are not allowed to surface.

b) **Triad or Group of Three:**

It is a group consisting of three members only. In this a problem crops up when there is a perfect agreement between the two and third is in strong opposition. This is a natural consequence. Managers usually avoid forming triads.

c) **Small, medium and large Groups:**

Small groups are quite significant. They consist of small number of people ranging from four, five to forty, fifty or so and small indeed. Work force, task force, committees, teams, project team are the

examples of small group. Under these groups if a group consists of large number then interaction between them is a bit difficult task.

The group of ten or less than ten is more effective as they can interact quite effectively. In a large group people avoid discussion. Moreover, there should be odd number of members like five, seven, nine, eleven etc. to avoid deadlock and not coming to agreement with a majority. Odd numbers of members are always preferred.

The size of group has certain effects. The large group reduces interaction among its members. Members don't find time to talk to each other. Smaller groups bring about greater cohesion. In larger groups people find less time to interact and hence less cohesion.

It is also seen that members of small groups are more satisfied than that of larger groups. In small groups members feel free and exercise more freedom to interact. They are very formal. This does hardly happen with the members of larger group. Larger groups have more productivity than that of smaller groups.

Larger groups perform better than smaller groups. Problem solving is easy in large groups. Groups are dynamic in nature whatever the size they have.

**Table 12. : Difference between formal and Informal Groups**

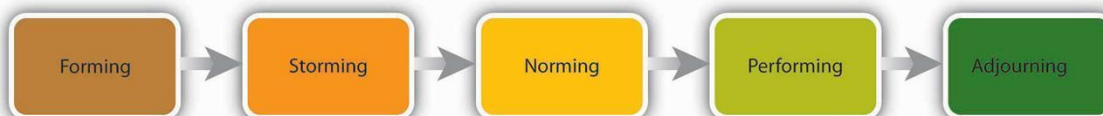
<i>Basis</i>	<i>Formal Group</i>	<i>Informal Group</i>
Formation	Legally constituted, rationally designed, and consciously planned	Emerges naturally and spontaneously
Existence	Normally formal group does not arise because of informal Group	Informal group emerges while working in a Formal Group
Purpose	Well-defined and centres around survival, growth, profit, Service to Society	Ill-defined and centres around friendship, goodwill, unity and so on
Relationship	Superior-subordinate relationship	Personal and social relationship
Influenced by	Rationality and leaves no scope for personal, social, and emotional factors	Personal, social, and emotional factors
Communication	Unity of Command and line of authority followed	Pattern is grapevine, which is natural, haphazard and intricate
Leadership	Based on formal authority and position	Based on individual competence and group acceptance
Boundaries	Operates within set boundaries	No bounds, operates in different directions
Nature & Emphasis	Normative and idealistic, emphasis on efficiency, discipline, conformity, consistency and control bring in rigidity and bureaucracy in processes and practices	Reflects actual functioning, characterised by relative freedom, spontaneity, homeliness and warmth

**Five Stage Model Theory:**

**Stages of Group Development**

In interpreting behaviour of a particular group, it is important to recognize not only a broad pattern of development but also the unique characteristics of the particular group and the circumstances that contribute to (or detract from) its development. The way in which a particular group develops, depends in part on such variables as the frequency with which group members interact and personal characteristics of group members.

However, it is generally believed that groups pass through a standard sequence of five stages.



1. **Forming:** In the forming stage, the group comes together for the first time. The members may already know each other or they may be total strangers. In either case, there is a level of formality, some anxiety, and a degree of guardedness as group members are not sure what is going to happen next. "Will I be accepted? What will my role be? Who has the power here?" These are some of the questions participants think about during this stage of group formation. Because of the large amount of uncertainty, members



tend to be polite, conflict avoidant, and observant. They are trying to figure out the “rules of the game” without being too vulnerable.

At this point, they may also be quite excited and optimistic about the task at hand, perhaps experiencing a level of pride at being chosen to join a particular group.

Group members are trying to achieve several goals at this stage, although this may not necessarily be done consciously. First, they are trying to get to know each other.

Often this can be accomplished by finding some common ground. Members also begin to explore group boundaries to determine what will be considered acceptable behavior. “Can I interrupt? Can I leave when I feel like it?” This trial phase may also involve testing the appointed leader or seeing if a leader emerges from the group. At this point, group members are also discovering how the group will work in terms of what needs to be done and who will be responsible for each task. This stage is often characterized by abstract discussions about issues to be addressed by the group; those who like to get moving can become impatient with this part of the process. This phase is usually short in duration, perhaps a meeting or two..

**Storming:** Once group members feel sufficiently safe and included, they tend to enter the storming phase. Participants focus less on keeping their guard up as they shed social facades, becoming more authentic and more argumentative. Group members begin to explore their power and influence, and they often stake out their territory by differentiating themselves from the other group members rather than seeking common ground. Discussions can become heated as participants raise contending points of view and values, or argue over how tasks should be done and who is assigned to them. It is not unusual for group members to become defensive, competitive, or jealous. They may even take sides or begin to form cliques within the group. Questioning and resisting direction from the leader is also quite common. “Why should I have to do this? Who designed this project in the first place? Why do I have to listen to you?” Although little seems to get accomplished at this stage, group members are becoming more authentic as they express their deeper thoughts and feelings. What they are really exploring is “Can I truly be me, have power, and be accepted?” During this chaotic stage, a great deal of creative energy that was previously buried is released and available for use, but it takes skill to move the group from storming to norming. In many cases, the group gets stuck in the storming phase.

There are several steps you can take to avoid getting stuck in the storming phase of group development. Try the following if you feel the group process you are involved in is not progressing:

- *Normalize conflict.* Let members know this is a natural phase in the group-formation process.
- *Be inclusive.* Continue to make all members feel included and invite all views into the room. Mention how diverse ideas and opinions help foster creativity and innovation.
- *Make sure everyone is heard.* Facilitate heated discussions and help participants understand each other.
- *Support all group members.* This is especially important for those who feel more insecure.
- *Remain positive.* This is a key point to remember about the group’s ability to accomplish its goal.
- *Don’t rush the group’s development.* Remember that working through the storming stage can take several meetings.

Once group members discover that they can be authentic and that the group is capable of handling differences without dissolving, they are ready to enter the next stage, norming.

*When this stage is complete, a relatively clear hierarchy of leadership exists within the group.*

3. **Norming:** “We survived!” is the common sentiment at the norming stage. Group members often feel elated at this point, and they are much more committed to each other and the group’s goal. Feeling energized by knowing they can handle the “tough stuff,” group members are now ready to get to work. Finding themselves more cohesive and cooperative, participants find it easy to establish their own ground rules (or *norms*) and define their operating procedures and goals. The group tends to make big decisions, while subgroups or individuals handle the smaller decisions. Hopefully, at this point the group is more open and respectful toward each other, and members ask each other for both help and feedback. They may even begin to form friendships and share more personal information with each other.

At this point, the leader should become more of a facilitator by stepping back and letting the group assume more responsibility for its goal. Since the group’s energy is running high, this is an ideal time to host a social or team-building event.

4. **Performing:** The fourth stage is performing. Galvanized by a sense of shared vision and a feeling of unity, the group is ready to go into high gear. Members are more interdependent, individuality and differences are respected, and group members feel themselves to be part of a greater entity. At the performing stage, participants are not only getting the work done, but they also pay greater attention to *how* they are doing it. They ask questions like, "Do our operating procedures best support productivity and quality assurance? Do we have suitable means for addressing differences that arise so we can preempt destructive conflicts? Are we relating to and communicating with each other in ways that enhance group dynamics and help us achieve our goals? How can I further develop as a person to become more effective?" By now, the group has matured, becoming more competent, autonomous, and insightful. Group leaders can finally move into coaching roles and help members grow in skill and leadership.

5. **Adjourning:** For permanent work groups, performing is the last stage in their development. However for temporary groups, there is an adjourning stage. In this stage, the group prepares for its disbandment. High task performance is no longer the group's top priority. Instead, attention is directed toward wrapping up activities. Just as groups form, so do they end. For example, many groups or teams formed in a business context are project oriented and therefore are temporary in nature. Alternatively, a working group may dissolve due to an organizational restructuring. Just as when we graduate from school or leave home for the first time, these endings can be bittersweet, with group members feeling a combination of victory, grief, and insecurity about what is coming next. For those who like routine and bond closely with fellow group members, this transition can be particularly challenging. Group leaders and members alike should be sensitive to handling these endings respectfully and compassionately. An ideal way to close a group is to set aside time to debrief ("How did it all go? What did we learn?"), acknowledge each other, and celebrate a job well done.

## MANAGING WORK TEAM:

### What is Work team?

A single brain sometimes is not capable of taking critical decisions alone.

An individual needs the support and guidance of others to come out with an effective solution. When individuals come together on a common platform with a common objective of accomplishing a task, a team is formed.

Ideally the team members should be from a common background and have a common goal to ensure maximum compatibility.

The team members must complement each other and work in close coordination as a single unit to deliver their best. As they say "**There is no I in Team Work**", every individual must think of his team first and the personal interests must take a back seat.

The success of any team is directly proportional to the relation among its team members and their collective efforts.

The sum of the efforts undertaken by each team member for the achievement of the team's objective is called team work. In other words, team work is the backbone of any team. Every member in a team has to perform and contribute in his best possible way to achieve a common predefined goal. Individual performances do not count in a team and it is the collective performance of the team workers which matters the most.

We define "group" as more than two employees who have an ongoing relationship in which they interact and influence one another's behaviour and performance. The behaviour of individuals in groups is something more than the sum total of each acting in his or her own way. In other words, when individuals are in groups, they act differently than they do when they are alone. A

team is a relatively permanent work group whose members must coordinate their activities to achieve one or more common objectives. The objectives might include advising others in the organisation, producing goods or services, and carrying out a project. Because achievement of the team's objectives requires coordination, team members depend on one another and must interact regularly.

A work team generates positive synergy through coordinated effort. Their individual efforts result in a level of performance that is greater than the sum of those individual inputs. Teams have far-reaching impact in today's workplace. They have become an essential part of the way business is being done.

Teams imply a high degree of coordination among their members, along with a shared belief that winning (achieving team goals) is not only desirable but the very reason for the team's existence. Any team is therefore a group, but unfortunately, not all groups have the high degree of interdependence and commitment to success that we traditionally associate with the concept of a team.

Although the desire to achieve high levels of commitment and coordination is common among organisations using teamwork, the nature of specific teams varies considerably. Two major dimensions along which teams differ are differentiation of team roles and integration into the organisation.

1. **Differentiation** is the extent to which team members are specialized relative to others in the organisation.

2. **Integration** is the degree to which the team must coordinate with managers, employees, suppliers and customers outside the team.

### Differences between Groups and Teams

A collection of people is not a team, though they may learn to function in that way. A team is a cohesive coalition of people working together to achieve mutual goals. Being on a team does not equate to a total suppression of personal agendas, but it does require a commitment to the vision and involves each individual working toward accomplishing the team's objective.

Teams differ from other types of groups in that members are focused on a joint goal or product, such as a presentation, discussing a topic, writing a report, creating a new design or prototype, or winning a team Olympic medal. Moreover, teams also tend to be defined by their relatively smaller size. For example, according to one definition, "A team is a *small* number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they are mutually accountable

The purpose of assembling a team is to accomplish larger, more complex goals than what would be possible for an individual working alone or even the simple sum of several individuals' working independently. Teamwork is also needed in cases in which multiple skills are tapped or where buy-in is required from several individuals. Teams can, but do not always, provide improved performance. Working together to further a team agenda seems to increase mutual cooperation between what are often competing factions. The aim and purpose of a team is to perform, get results, and achieve victory in the workplace. The best managers are those who can gather together a group of individuals and mold them into an effective team.

The key properties of a true team include collaborative action in which, along with a common goal, teams have collaborative tasks. Conversely, in a group, individuals are responsible only for their own area. They also share the rewards of strong team performance with their compensation based on shared outcomes. Compensation of individuals must be based primarily on a shared outcome, not individual performance. Members are also willing to sacrifice for the common good, in which individuals give up scarce resources for the common good instead of competing for those resources. For example, in soccer and basketball teams, the individuals actively help each other, forgo their own chance to score by passing the ball, and win or lose collectively as a team.

## **Why Work Team?**

### **Security**

By joining a group, we can reduce the unisexuality of 'standing alone' — We feel stronger, have fewer self-doubts and are more resistant to threats. New employees are more vulnerable to a sense of isolation and turn to the group for guidance and support. We get reassurance from interacting with others and being part of a group. This often explains the appeal of unions — if management creates an environment in which employees feel insecure, they are likely to turn to unionization to reduce their feelings of insecurity.

### **Identity, Self Esteem and Status**

Membership in one or more groups can help us to reassure us that we are important. Similarly, many employees in organizations place a high value on meeting their esteem needs and look to membership in both formal and informal groups for satisfaction of these needs. Groups can also fulfill intrinsic needs. Being assigned to a task force whose purpose is to review and make recommendations for the location of the company's new corporate headquarters can fulfill one's intrinsic needs for competence and growth, as well as one's extrinsic need for status and influence.

### **Affiliation**

People enjoy the regular interaction that comes with group membership. For many people, these on the job interactions are their primary source for fulfilling their need for affiliation. For almost all people, work groups significantly contribute to fulfilling their needs for friendships and social relations.

### **Power**

One of the appealing aspects of groups is that they represent power. What cannot be achieved individually becomes possible through group action. Informal groups additionally provide opportunities for individuals to exercise power over others. For individuals who desire to influence others, groups can offer power without a formal position of authority.

### **Team Goals**

There are times when it takes more than one person to accomplish a particular task — there is need of people's talents, knowledge or power in order to get a job completed. In such instances, management will rely on the use of a formal group.

**Team Building activities improve the relations and strengthen the bond among the employees.** Every one strives hard to achieve a common goal. With refer to Michael's example. His team members had the liberty to write to him anytime or freely discuss issues with him. There was never a misunderstanding among the team members as everyone knew what the other person was upto.

**Team Building activities also reduce the chances of confusions, misunderstandings and in a way making the communication effective.** Individual is very clear about his goals and objectives and what exactly is expected from him. Team Building exercises also increase the trust factor among the employees. If you are sitting next to a driver, whom you don't trust, you will always feel uncomfortable and will never be able to enjoy the ride. If you don't trust your teacher, you can never learn anything from him. You need to trust people. Don't

always assume that your fellow employee will speak ill about you in front of your superiors. Trust him, you will feel relaxed.

The productivity increases when individuals work as a team. They tend to divide work among themselves and hence the objectives are achieved at a much faster pace. People take less leaves and concentrate more on their work and eventually the organization benefits.

**Individuals feel more positive and confident at work.** Stress disappears and it reflects on their work. Chances of mistakes reduce and people stop cribbing and blaming others. There is positivity all around. Allow team members to express themselves freely. Being a “Hitler” at work will never give you extra points, instead you will find yourself in the bad books of other employees. No one will come to you, when you actually need them. People will be hesitant to support you and you can’t perform with enemies all around. Gone are the days when the word “boss” meant a terror to the employees. Now a days the team leader is also a part of a single team, just with some additional responsibilities. Learn to respect your colleagues.

**No organization runs for charity.** Targets must be met and revenues have to be generated. Tasks must not be kept pending for a long time and ought to be completed within the desired timeframe. A single brain can’t always come with solutions or take decisions alone. He needs someone with whom he can discuss his ideas. In a team, every team member has an equal contribution and each team member comes out with a solution best suited to the problem. All the alternatives can be explored to come out with the best possible solution. Thoughts can be discussed among the team members and the pros and cons can be evaluated.

**Tasks are accomplished at a faster pace when it is done by a team rather than an individual.** An individual will definitely take more time to perform if he is single handedly responsible for everything. When employees work together, they start helping each other and responsibilities are shared and thus it reduces the work load and work pressure. Every team member is assigned one or the other responsibility according to his specialization, level of interest and thus the output is much more efficient and faster.

**Work never suffers or takes a backseat in a team.** Mike was taking care of an important client and was the only one coordinating with them. Mike took a long leave and there was no one else who could handle the client in his absence. When he joined back after a long vacation, the organization had already lost the client. Had Mike worked in a team, others could have taken the charge when he was not there. In a team, the other team members can perform and manage the work in the absence of any member and hence work is not affected much.

**There is always a healthy competition among the team members.** Competition is always good for the employee as well as the organization as every individual feels motivated to perform better than his other team member and in a way contributing to his team and the organization.

**Team work is also important to improve the relations among the employees.** Individuals work in close coordination with each other and thus come to know each other better. Team work also reduces the chances of unnecessary conflicts among the employees and every individual tries his level best to support his team member. The level of bonding increases as a result of team work.

**Team members can also gain from each other.** Every individual is different and has some qualities. One can always benefit something or the other from his team members which would help him in the long run. Everyone is hungry for recognitions and praises. One feels motivated to work hard in a team and to live up to the expectations of the other members. Each member is a critic of the other and can correct him whenever the other person is wrong. One always has someone to fall back on at the time of crisis.

## **WORK TEAMS IN AN ORGANIZATION:**

Based on their objectives, teams may be classified as problem-solving teams, self-managed teams and cross-functional teams.

1. **Problem-solving Teams:** Problem-solving teams consist of groups of 5-10 employees from the same department, who meet for a few hours each week to discuss ways of improving quality, efficiency and the work environment. These members share ideas or offer suggestions on how work processes and methods can be improved. Problem-solving teams meet regularly to discuss their quality problems, investigate causes of problems, recommend solutions and take corrective actions.

2. **Self-managed Work Teams:** A self-managed team includes collective control over the pace of work, determination of work assignments, organisation of breaks, and collective choice of inspection procedures. Fully self-managed work teams even select their own members and have the members evaluate each other's performance. As a result, supervisory positions take on decreased importance and may even be eliminated. These teams do their own scheduling, rotate jobs on their own, establish production targets, set pay scales that are linked to skills, fire co-workers and do the hiring. Self Managed work teams are compared with conventional work groups

3. **Cross-functional Teams:** Cross-functional teams are made up of employees from about the same hierarchical level, but from different work areas, who come together to accomplish a task. Cross-functional teams are an effective way to allow people from diverse areas within an organisation (or even between organisations) to exchange information, develop new ideas, solve problems and coordinate complex projects. These teams are not easy to manage. Their early stages of development are often very time consuming as members learn to work with diversity and complexity. It takes time to build trust and teamwork, especially among people from different backgrounds, with different experiences and perspectives. There are two types of cross-functional teams.

(a) *Task force* – is nothing more than a temporary cross-functional team.

(b) *Committees* – composed of groups made up of members from across departmental lines.

Estimates of the prevalence and type of teams among *Fortune* 1000 companies are as follows:

1. Almost all use project teams (diverse managerial/professional employees working on projects for a defined, but typically extended, period of time).
2. A large majority use parallel teams (employees working on problem-solving or quality teams in parallel to the regular organizational structure).
3. A majority use permanent work teams (self-contained work units responsible for manufacturing products or providing services).

After first defining what is meant by a team and critically analyzing self-managed teams found in today's organizations, the chapter covers ways to develop self-managed teams and make them more effective.

### **The Nature of a Work Teams:**

Although the term *team* is frequently used for any group, especially to get individuals to work together and to motivate them, some team experts make a distinction between teams and traditional work groups. For example, the authors of a book on the use of teams for creating high-performance organizations note that the difference between a work group and a team relates to performance results.

They note:

A working group's performance is a function of what its members do as individuals. A team's performance includes both individual results and what we call "collective work-products."

A collective work-product is what two or more members must work on together . . . [it] reflects the joint, real contribution of team members.

They go on to note these specific differences between work groups and teams:

1. The work group has a strong, clearly focused leader; the team has shared leadership roles.
2. The work group has individual accountability; the team has individual and mutual accountability.
3. The work group's purpose is the same as the organization's; the team has a specific purpose.
4. The work group has individual work-products; the team has collective work-products.
5. The work group runs efficient meetings; the team encourages open-ended, active problem solving meetings.
6. The work group measures effectiveness indirectly (for example, financial performance of the overall business); the team measures performance directly by assessing collective work-products.
7. The work group discusses, decides, and delegates; the team discusses, decides, and does real work. The point is that teams do go beyond traditional formal work groups by having a collective, synergistic (the whole is greater than the sum of its parts) effect.

The use of teams to produce products started in well-known, quality-conscious corporate giants, such as Toyota in Japan and Motorola and General Electric in the United States, and has quickly spread. Companies as different as Xerox (office equipment), Monsanto (chemicals), Hewlett-Packard (computers), and Johnsonville Sausage use self-managed, sometimes called autonomous, teams. As with

other early popular management approaches, such as MBO (management by objectives) or TQM (total quality management), after the initial excitement

### **DEVELOPING WORK TEAMS:**

Teams are becoming a key tool for organizing work in today's corporate world. Teams have the potential to immediately amass, organize, relocate, and disperse. But, teams are an effective tool of employee motivation. It is essential to consider the fact that teams develop and get mature over a period of time. Team development creates a captivating atmosphere by encouraging co-operation, teamwork, interdependence and by building trust among team members.

#### **Stages of team development:**

Life cycle of a team can be illustrated as help in the form of a diagram:

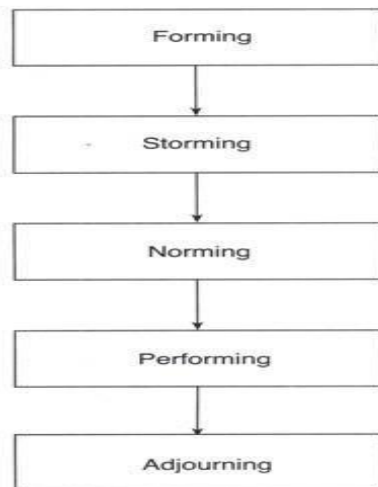


Figure 12.1 : Process of Group Development

#### **The typical stages in a team's evolution are:**

- i. **Forming:** Members share personal information. Start to get to know and accept one another and begin aiming their attention towards the group's tasks. An area of courtesy prevails and interactions are often cautious.
- ii. **Storming:** Members compete for status, jockey for positions of relative control and agree about appropriate directions for the group. External pressures interfere with the group and tensions rise between individual's as they assert themselves.
- iii. **Norming:** The group begins moving together in a co-operative fashion and a tentative balance among competing forces is struck. Group norms emerge to guide individual behaviour and co-operative feelings are increasingly evident.
- iv. **Performing:** The group matures and learns to handle complex challenges. Functional roles are performed and fluidly exchanged as needed and tasks are efficiently accomplished.
- v. **Adjourning:** Even the most successful groups, -committees and project teams disband sooner or later. Their breakup is called adjourning which requires dissolving intense social relations and returning to permanent assignments. The adjournment stage is becoming even more frequent with the advent of flexible organizations, which feature temporary groups.

#### **Forming an Effective Team**

This is the general approach to forming a successful work team. But not all will take the same steps as discussed above. Success is usually hinged on taking all of the steps just discussed. We have a tendency to want to surround ourselves with people who are just like us. In case you get to choose a team, instead of organizing a pre-formed team, then you'll look for a team of people with a variety of strengths. In case of a team that is already in place, organizing can be more subtle. Like, all the workgroups can be called together in order to discuss what goals you want to accomplish and how everybody can help.

You will also find that imposing goals on people doesn't work nearly as well as having them tell you as to what goals they will strive for. But setting goals is not easy work. Too often they end up in being too unrealistic, too vague, impossible to measure, or just stretching into eternity without any deadline.

#### **Creation of effective work teams:**

1. Advice/Involvement,
2. Production/Service,

3. Project/Development,
4. Action/Negotiation.

**1. Advice and Involvement:** An advice/involvement team is a team formed to generate input from a broad base of employees. They are low in differentiation. Team members meet only long enough to generate ideas or develop proposals. The work group takes on problem solving as one of its daily activities. Because this team has a limited scope of control, the use of teamwork has essentially no impact on the organisation's management structure. Advice/involvement teams the routinely handle quality issues are often called quality circles. Such teams typically meet about an hour each week to generate ideas for improving quality in a given area.

**2. Production and Service:** Production/service teams, are charged with the activities related to producing and selling goods and services. Production/service teams, draw their membership from a broad base and often are formed as a way to empower first-line employees. They are low on differentiation and high in integration. They must coordinate their work extensively with suppliers, customers, and other groups in the organisation.

**3. Project and Development:** A project/development team is charged with planning, investigating, analyzing and reporting, often with the objective of creating outputs that are complex and unique. Project/development teams are highly differentiated because they require employees with expertise in particular areas. They tend not to be highly integrated because team members generally face internal deadlines, and coordination is primarily among group members.

**4. Action and Negotiation:** Action/negotiation team are usually comprised mainly of experts with specialized skills. Owing to their expertise, the team is highly differentiated; it is also highly integrated with the organisation. It must closely coordinate its efforts with the work of support personnel or with other action/negotiation teams. The Table explains these four types of combinations

**Ways Organizations apply team work**

Applications and examples	Work-team differentiation	External Integration	Typical Outputs
Advice/Involvement Committees Review panels, boards Quality control circles Employee involvement groups Advisory councils	Low differentiation: Inclusive or representative membership: often short group life span and/or limited working time.	Low integration: Often few demands for synchronization with other work units; external exchange can be minimal; work cycle may not be repeated.	Decisions, selections, suggestions, proposals and recommendations.
Production/Service Assembly teams Manufacturing crews Mining teams Flight attendant crews Data Processing groups Maintenance crews	Low Differentiation: variable membership requirements; sometimes high turnover; variable team life span; often special facilities.	High integration: Often internally paced project with deadline; little synchronization inside organization; task can require much external communication.	Food, chemicals, components, assemblies, retail sales, customer service, and equipment repairs.
Project/Development Research groups Planning teams Architect teams Engineering teams Development teams Task forces	High differentiation: Members usually expert specialists; task may require specialized facilities; sometimes extended team life span.	Low integration: Often internally paced project with deadline; little synchronization inside organization; task can require much external communication.	Plans, designs, investigations, presentations, prototypes, reports and findings.
Action/Negotiation Sports teams Entrainment groups Expeditions Negotiating teams Surgery teams Cockpit crews	High differentiation: Exclusive membership of expert specialists; specialized training and performance facilities; sometimes extended team life span.	High integration: Performance events closely synchronized with counterparts and support units inside the organization.	Combat missions, expeditions, contacts, lawsuits, concerts, surgical operations and competitions.

### **TEAM EFFECTIVENESS:**

#### **Characteristics features of an Effective Team**

1. **Clear purpose:** The vision, mission, goal, or task of the team has been defined and is now accepted by everyone. There is an action plan.
2. **Informality:** The climate tends to be informal, comfortable, and relaxed. There are no obvious tensions or signs of boredom.
3. **Participation:** There is much discussion, and everyone is encouraged to participate.



4. **Listening:** The members use effective listening techniques such as questioning, paraphrasing, and summarizing to get out ideas.
5. **Civilized disagreement:** There is disagreement, but the team is comfortable with this and shows no signs of avoiding, smoothing over, or suppressing conflict.
6. **Consensus decisions:** For important decisions, the goal is substantial but not necessarily unanimous agreement through open discussion of everyone's ideas, avoidance of formal voting, or easy compromises.
7. **Open communication:** Team members feel free to express their feelings on the tasks as well as on the group's operation. There are few hidden agendas. Communication takes place outside of meetings.
8. **Clear roles and work assignments:** There are clear expectations about the roles played by each team member. When action is taken, clear assignments are made, accepted, and carried out. Work is fairly distributed among team members.
9. **Shared leadership:** While the team has a formal leader, leadership functions shift from time to time depending on the circumstances, the needs of the group, and the skills of the members. The formal leader models the appropriate behaviour and helps establish positive norms.
10. **External relations:** The team spends time developing key outside relationships, mobilizing resources, and building credibility with important players in other parts of the organization.
11. **Style diversity:** The team has a broad spectrum of team-player types including members who emphasize attention to task, goal setting, focus on process, and questions about how the team is functioning.
12. **Self-assessment:** Periodically, the team stops to examine how well it is functioning and what may be interfering with its effectiveness.

#### **Steps for a effective team work:**

**Think about your team first** - Every individual should think of his team first and his personal interests should take a backseat. Do not mix your personal issues with your professional life. Keep them separate. Never underestimate your team member - Do not neglect any of the members, instead work together and also listen to them as well. Never try to impose your ideas on any member. Avoid demotivating any team member

**Discuss** - Before implementing any new idea, it must be discussed with each and every member on an open platform. Never ever discuss with anyone separately as the other person feels left out and reluctant to perform and contribute to the team.

**Avoid criticism** - Stay away from criticism and making fun of your team members. Help each other and be a good team player. Be the first one to break the ice and always create a friendly ambience. If you do not agree with any of your team member, make him understand his mistakes but in a polite tone and do guide him. Avoid negativity within the team.

**Transparency must be maintained and healthy interaction must be promoted among the team members.** The communication must be effective, crystal clear and precise so that every team member gets a common picture. Effective communication also nullifies misunderstandings and confusions. Confusions lead to conflicts and individuals waste their time and energy in fighting rather than working.

**The team leader must take the responsibility of encouraging the team members** to give their level best and should intervene immediately in cases of conflicts. The personality of the leader should be such that every team member should look up to him and take his advice whenever required. He should not be partial to any member and support each of them equally. It is the duty of the team leader to extract the best out of his team members. For better team work, try to understand your team members well. Do not just always talk business, it is okay if you go out with your team members for lunch or catch a movie together. It improves the relations and strengthens the bond among the team members. The team members must trust each other for maximum output.

**Avoid conflicts in your team.** Don't fight over petty issues and find faults in others. One should be a little adjusting with each other and try to find an alternative best suited to all the team members.

**Rewards and Recognition** - Healthy competition must be encouraged among the team members. The performance of every team member must be evaluated timely and the best performer should be rewarded suitably so that the other members also get motivated to perform. Recognitions like "The

Best Team Player” or the “The Best Performer” go a long way in motivating the team members. Appreciate the member who performs the best or does something unique.

### **Factors influencing Team effectiveness:**

#### **i. Supportive Environment**

Teamwork is most likely to develop when management builds a supportive environment for it. Creating such an environment involves encouraging members to think like a team, providing adequate time for meetings, and starting faith in member's capacity to achieve. Supportive measures such as these help the group take the necessary first steps towards teamwork. Since these steps contribute to further co-operation, trust and compatibility, supervisors need to develop an organizational culture that builds these conditions.

#### **ii. Skills and Role Clarity**

Team members must be reasonably qualified to perform their jobs and have the desire to co-operate. Beyond these requirements, members can work together as a team only after all the members of the group know the roles of all the others with whom they will be interacting. When this understanding exists, members can act immediately as a team on the basis of the requirements of that situations, without waiting for someone to give an order. In other words, team members respond voluntarily to the demands of the job and take appropriate actions to accomplish team goals.

An example is a hospital surgical team, whose all members respond to a crisis during an operation. Their mutual recognition of the emergency alerts them to the need for simultaneous action and co-ordinated response. Each knows what the others can do, and trusts them to perform capably. The result is a highly efficient level of co-operation characteristic of a team.

If one member of a surgical team fails to perform in the right way at the right time, a person's life may be endangered. In more ordinary work situations, a life may not be in danger, but product quality or customer service may suffer by the failure of just one member. All the members are needed for effective teamwork.

#### **iii. Super-ordinate Goals**

A major responsibility of managers is to try to keep the team members oriented towards their overall task. Sometimes, unfortunately, an organization's policies, record keeping requirements, and reward systems may fragment individual efforts and discourage teamwork. A district supervisor for a petroleum company tells the effect on sales representatives of below-quota reports:

Sales representatives are expected to make quotas in their individual territories in the same way that the Eastern district as a whole is expected to make its quota in certain products — or e.g.. Motor oil. It is a known practice for some of the sales representatives in the field to delay a delivery in their territories until the next month, if they already have their quotas made. The focus of the sales representatives is on their on quotas. not on the district quota. Any sales representative who is below quota in a product for a month must report the reason for the reduction. A sales representative who makes a large sale of several hundred gallons of motor oil to a customer knows that the next month the customer may not buy any oil, causing the representative to be below quota that month and to have to file a report.

The supervisor in the case just described might consider the creation of a super-ordinate goal, which is a higher goal that integrates the efforts of two or more persons. Super-ordinate goals can be attained only if all parties carry their quota. Such goals serve to focus attention, unity efforts and stimulate cohesive teams.

#### **iv. Team Rewards**

Another element that can stimulate teamwork is the presence of team rewards. These may be financial, or they may be in the form of recognition. Rewards are most powerful if they are valued by the team members, perceived as possible to earn and administered contingent on the group's task performance. In addition, organizations need to achieve a careful balance between encouraging and rewarding individual initiative and growth and stimulating full contributions to team success. Innovative (non-financial) team rewards for responsible behaviour may include the authority to select new members of the group, make recommendations regarding a supervisor, or propose discipline for team members.

## **TEAM BUILDING**

**Team building refers to the various activities undertaken to motivate the team members and increase the overall performance of the team.** You just can't expect your team to perform on their own. A motivating factor is a must. Team Building activities consist of various tasks undertaken to groom a team member, motivate him and make him perform his best. We all are human beings and love appreciation. Any individual performing exceptionally well must be appreciated well in public. He feels happy and motivated to perform even better the next time. If any team member has come out with a unique idea; treat him with any thing that makes him happy. Never criticize any team member or demotivate him if he has failed to perform. Ask him to "Buck up". Team building encompasses many activities intended to address these problems and improve the internal functioning of work groups. Team building workshops strive for greater cooperation, better communication, and less dysfunctional conflict. Experiential learning techniques such as interpersonal trust exercises, conflict-handling role-play sessions, and interactive games are common.

### **Characteristic features of Team Building:**

The goal of team building is to create high-performance teams with the following eight attributes:

- 1. Participative leadership:** Creating interdependency by empowering, freeing up, and serving others.
- 2. Shared responsibility:** Establishing an environment in which all team members feel as responsible as the manager for the performance of the work unit.
- 3. Aligned on purpose:** Having a sense of common purpose about why the team exists and the function it serves.
- 4. Strong communication:** Creating a climate of trust and open, honest communication.
- 5. Future focused:** Seeing change as an opportunity for growth.
- 6. Focused on task:** Keeping meetings focused on results.
- 7. Creative talents:** Applying individual talents and creativity.
- 8. Rapid response:** Identifying and acting on opportunities.

These eight attributes effectively combine many of today's most progressive ideas on management, including participation, empowerment, service ethic, individual responsibility and development, self-management, trust, active listening, and envisioning.

### **How to improve Team Building:**

- **Encourage many trust building exercises in your team. Team members must trust each other for the maximum output.** Blindfold half of your team members and ask them to jump over bricks with the help of members who can see. Repeat this exercise and now blindfold those who could see earlier. This exercise goes a long way in building the trust among the team members. An individual might be a little hesitant initially, but the moment he jumps over the brick with his fellow team member without getting hurt, he starts trusting him. The trust factor increases with time and relations among the team members improve.
- **One must know his fellow team member well.** You can't work with someone you don't know. Include a lot of exercises which help the team members know each other well. Make pairs and ask them to write whatever they know about their partner and vice versa. You can ask anyone to write his partner's favourite colour, favourite outfit, preferred hangout zone and so on. Ask his partner to correct him if he is wrong in his answers. People know a lot about each other this way and also find out some unknown facts about their partner. Ask the team members to give their introduction one by one once the team is formed.
- **The team members must be compatible with each other. Include icebreaking activities in the team.** Take them out for picnics; get together where they can interact with each other freely on any topic. Allow the individuals to bring their families as well. People come a lot closer this way. Relationships improve. Remember your team member's birthday, anniversary or any other important date and do not forget to wish him that day. Ask for a treat! This way, individuals are no longer strangers to each other and the bonding increases.
- **Encourage activities where individuals come together as a single unit and work for a common task.** Collect some even sized sticks, rope, nails, hammer, and glue stick. Ask your team members to construct a bridge out of the sticks using the rope, hammer, glue stick and nails. You will be surprised to see that everyone will be involved in the activity and help each other in making the bridge. The concentration and will power to do something increases and individuals learn to work as a single unit.

They all work together, each one contributing something or the other to construct the bridge i.e. accomplish the task assigned to their team.

### **Need for Team Building - Why Team Building ?**

Team Building activities are of utmost importance as they help in the overall development of the team members and in turn improving the team's performance. It also strengthens the bond among the employees and they feel motivated to work and achieve the targets. Some kind of team building activities must be undertaken from time to time to encourage the team members to work hard and realize their dreams.

#### **Major ingredients for a successful team building:**

- (i) Clarity in team goals
- (ii) An improvement plan
- (iii) Clearly defined roles
- (iv) Clear communication
- (v) Beneficial team behaviours
- (vi) Well-defined decision procedures
- (vii) Balanced participation
- (viii) Established ground rules
- (ix) Awareness of group process and
- (x) Use of the scientific approach.

## **LEADERSHIP**

### **Definitions and Meaning of Leadership**

Researchers rarely agree on what is meant by leadership. Different investigators define it in different ways. Although there is some consensus on general statements such as "leaders have followers" and "effective leaders somehow get others to do things that are helpful for group performance", exactly how and why performance increases is unclear. Some consensus, however, is being reached on how we should handle this problem.

One suggestion was to break down the question of "What is leadership?" into two questions:

1. What characteristics or behaviours make it more likely that an individual will become a leader?
2. Once someone holds a formal position as a leader, what characteristics make it more or less likely that he or she will be effective?

The first question is one of the emergences of a leader.

The second question sees leadership as those characteristics or behaviours that make an individual effective in a given position.

Leadership is seen not as some set of universally agreed-upon traits, but as those things which are positively related to groups' productivity in a given situation. The central idea is that there is no best style of leadership. What will work best depends on the proper combination of personal characteristics and the specific situation in which one works. To understand this position more fully, let us examine the definitions given by authorities on the subject, for leadership is a great quality and it can create and convert anything. There are many definitions of leadership.

**Leadership** may be defined as the act of influencing others to work toward a goal.

Leaders exist at all levels of an organization. Some leaders hold a position of authority and may utilize the power that comes from their position, as well as their personal power to influence others. They are called **formal leaders**.

In contrast, **informal leaders** are without a formal position of authority within the organization but demonstrate leadership by influencing others through personal forms of power. One caveat is important here: Leaders do not rely on the use of force to influence people. Instead, people willingly adopt the leader's goal as their own goal. If a person is relying on force and punishment, the person is a dictator, not a leader.

Some of the definitions of leadership are reproduced below:

"Leadership" according to Alford and Beatty "is the ability to secure desirable actions from a group of followers voluntarily, without the use of coercion."

According to Chester I Barnard, "it (leadership) refers to the quality of the behaviour of the individual whereby they guide people on their activities in organized efforts".

According to Terry, "A leader shows the way by his own example. He is not a pusher, he pulls rather than pushes".

According to Koontz and O'Donnell, Managerial leadership is "the ability to exert inter-personal influence by means of communication, towards the achievement of a goal. Since managers get things done through people, their success depends, to a considerable extent upon their ability to provide leadership".

In the words of R. T. Livingston, Leadership is "the ability to awaken in others the desire to follow a common objective".

According to the Encyclopedia of the Social Sciences, "Leadership is the relation between an individual and a group around some common interest and behaving in a manner directed or determined by him".

According to Peter Drucker, Leadership "is not making friends and influencing people, I.e. salesmanship is the lifting of man's vision to higher sights, the raising of man's performance to higher standards, the building of man's personality beyond its normal limitations".

According to Louis A Allen, "A leader is one who guides and directs other people. He gives the efforts of his followers a direction and purpose by influencing their behaviour".

In the words of Theo Haimann, "Leadership is the process by which an executive imaginatively directs, guides and influences the work of others in choosing and attaining specified goals by mediating between the individuals and the organisation in such a manner that both will obtain maximum satisfaction".

In the words of James Gibbon, Leadership is "a process of influencing a group in a particular situation at a given point of time and in a specific set of circumstances that stimulates people to strive willingly to attain the common objectives and satisfaction with the type of leadership provided".

According to Katz and Kalm, "In the descriptions of organisations, no word is used with such varied meanings. The word leadership is sometimes used to indicate that it is an attribute of personality; sometimes, it is used as if it were a characteristic of certain positions, and sometimes as an attribute of behaviour".

From the above definitions we can conclude that leadership is a psychological process of influencing followers (subordinates) and providing guidance, directing and leading the people in an organisation towards attainment of the objectives of the enterprise.

### **Characteristic features of Leadership**

1. **Leadership implies the existence of followers:** We appraise the qualities of a leader by studying his followers. In an organisation, leaders are also followers, e.g., a supervisor works under a branch head. Thus, in a formal organisation a leader has to be able to be both a leader as well as a follower, and be able to relate himself both upward and downward.

2. **Leadership involves a community of interest between the leader and his followers:** In other words, the objectives of both the leader and his men are one and the same. If the leader strives for one purpose and his team of workers work for some other purpose, that's hardly a sign of leadership.

3. **Leadership involves an unequal distribution of authority among leaders and group members:** Leaders can direct some of the activities of group members, i.e., the group members are compelled or are willing to obey most of the leader's directions. The group members cannot similarly direct the leader's activities, though they will obviously affect those activities in a number of ways.

4. **Leadership is a process of influence:** Leadership implies that leaders can influence their followers or subordinates in addition to being able to give their followers or subordinates legitimate directions.

5. **Leadership is the function of stimulation:** Leadership is the function of motivating people to strive willingly to attain organisational objectives. A successful leader allows his subordinates (followers) to set their own individual goals in such a way that they do not conflict with the organisational objectives, and – more desirably – mesh closely with them.

6. **A leader must be exemplary:** In the words of George Terry – "A leader shows the way by his own example. He is not a pusher, he pulls rather than pushes".

According to L.G. Urwick – "It does not matter what a leader says, still less what he writes, that influences subordinates. It is what he is. And they judge what he is by what he does and how he behaves". From the above explanation, it is clear that a leader must set an ideal before his followers. He must stimulate, energize and enable people to surpass themselves.

In other words, a leader must set the pace by setting a high personal example for his followers to emulate and admire.

7. **A leader ensures absolute justice:** A leader must be objective and impartial. He should not follow unfair practices like favoritism and nepotism. He must display fair play and absolute justice in all his decisions and actions.

8. **Leadership styles and patterns:** Tannenbaum and Schmidt have described the range of possible leadership behaviour available to a manager. Each type of action is related to the degree of authority used by the boss and to the degree of freedom available to his subordinates in reaching decisions.

## TYPES OF LEADERS

Leaders may be classified under the following heads:

**i. Intellectual leaders**

They are the leaders by intellect. Such persons are recognized as leaders on the basis of intellectual work of great importance and relevance done by them for the good of the people. Their contribution enriches the branch of knowledge to which they belong. Many Nobel laureates have done commendable work, which has been instrumental in reducing human suffering and increasing welfare of humanity. Whether they were scientists, doctors, engineers, poets or philosophers, all have made significant contribution to the good of humanity. This brought to them the status of intellectual leaders. Others are recognized without being the Nobel Laureates. They may be Ruskin, Carlyle, Keats or Duiker.

**ii. Institutional leaders**

They are the leaders by position. Generally, the head of a particular institution is recognized as a leader. E.g.: The Imam of Jama Masjid or the Head of Bohra communities are the instances of institutional leadership.

**iii. Democratic leaders**

They are the leaders by majority. Whosoever is designated as a leader by the majority, is declared as the leader. Once the majority gives its verdict in favour of the personal others-even those opposing him will soon accept him as their leader and sink all their differences to give him wholehearted support.

Democratic leaders have to operate with much difficulty. They get obedience by persuasion rather than force, fear, status or power. Such leaders have to respect Leadership feeling and sentiments of their followers and involve them in the decision making process as far as possible.

Participation not only makes the leader strong enough to enforce every decision with success but he acquires additional advantages.

Firstly, he may be sure that his subordinates will not ditch him at the last moment by deserting him. With the cross fertilization of ideas, the leader more often corrects himself in addition to giving satisfaction to his subordinate of participation in decision making process.

Secondly, the democratic leader averts the situation of becoming the victim of his own follies by remaining in his own ivory tower. When he has an open mind to discuss every problem and to seek rational solution with the help of his colleagues and subordinates, each one of them will provide his most considered opinion that may prove to be useful to the leader as well as the group he is commanding. When the members do not have the power to express their views they may withhold every such advise which they feel is correct and useful to the group or the enterprise with the result that they may even get some pleasure by seeing the leader becoming victim of his own follies. Thirdly, the danger of collapse after the departure of the leader is minimized to a great extent.

#### iv. Autocratic leaders

They are the authoritarian leaders. They are the leaders by authority. The authoritarian leader directs his subordinates to perform the requisite task in accordance with the dictates given to them. There is practically no scope for influencing the action of the leader by the subordinates. The leader will use all means to exact obedience from his subordinates. He may go to the extent of using force, coercion, and threat to force the subordinates to execute the task as desired by him.

The authoritarian leader generates a fear among the subordinates either on the basis of his imposing personality or make free use of "rule of thumb" which tolerates no deviation. Whatever action he takes he considers it perfect. He will not tolerate his subordinates suggestions much less intervention. More often, the leader will get credit for what has been accomplished by the group and will pass all criticism to the subordinate's in the event of any failure on his part. In such a state, there exists a climate of distrusts, disharmony, and suspicion and even ill will between the superior and subordinates. Such a climate is not conducive either to the harmony of relationship or the achievement of the group's object with efficiency.

#### v. Persuasive leaders

They are the leaders by personality. Such leaders fall in the category of charismatic leadership, which was developed by Weber. The charismatic leaders, also attract authority because of "devotion to the specific and exceptional sanctity, heroism or the exemplary character of an individual person and of the normative patterns or order revealed or ordained by him". The charismatic leader attracts followers on the basis of the qualities of persuasiveness he possesses. It will be pertinent to remark that, the real leadership cannot be established merely on the basis of the charismatic qualities of the leader. More often it is the other driving force, which persuades the followers to believe that the leader possesses the charismatic qualities because by telling this, both are benefited. To be more specific, it may be stated that the great business leaders such as Henry Ford, John D. Rockefeller and Chrysler said to be possessing the charismatic qualities, commanded allegiance from many able followers not merely on the basis of presort qualities but more importantly of the latent authority of the big business they were owning.

#### vi. Creative or Innovative leaders

They are accepted as leaders on the basis of the contribution made by them in their branch of knowledge. Their contribution is generally of great relevance to human upliftment whether they are scientists, engineers, architects or business experts. Some of them get official recognition in the form of national or international honor bestowed on them in the form of Nobel Prize or such other prizes given by internationally or nationally recognized institutes.

### Types of Leadership Styles

**Autocratic or Task Management Leadership:** The autocratic leader gives orders which he insists shall be obeyed. He determines policies for the group without consulting them, and does not give detailed information about future plans, but simply tells the group what immediate steps they must take. In other words, an autocratic leader is one who centralizes the authority in himself and does not delegate authority to his subordinates.

He is dictatorial by nature, and has no regard for his subordinates. He drives himself and his subordinates with one thought uppermost in his mind – action must produce results.

An autocratic leader controls the entire planning process, and calls upon his subordinates to execute what he has planned. An autocratic leader operates on the following assumptions:

- (a) An average human being has inherent dislike for work and will avoid it if he can.
- (b) If his subordinates were intelligent enough, they would not be in subordinate positions.
- (c) He assumes that unintelligent subordinates are immature, unreliable and irresponsible persons. Therefore, they should be constantly watched in the course of their work.
- (d) As he has no regard for his subordinates, he gets the work done by his subordinates through negative motivation, that is, through threats of penalty and punishment.

Thus, under this style, all decision-making power is centralized in the leader. The autocratic leader stresses his prerogative to decide and order, and denies subordinates the freedom to influence his behaviour.

#### Types of Autocratic Leadership

(a) *Strictly autocratic leaders:* A strictly autocratic leader relies on negative influence and gives orders which the subordinates must accept. He may also use his power to dispense rewards to his group.

(b) *Benevolent Autocrat*: The benevolently autocratic leader is effective in getting high productivity in many situations and he can develop effective human relationships.

His motivational style is usually positive.

(c) *Manipulative Autocrat*: A manipulative autocratic leader is one who makes subordinates feel that they are participating in decision making process even though he has already taken the decision.

***Participative or Democratic Leadership***: A democratic leader is one who consults and invites his subordinates to participate in the decision making process. He gives orders only after consulting the group, sees to it that policies are worked out in group decisions and with the acceptance of group. The manager largely avoids the use of power to get a job done. He behaves that a desired organisational behaviour can be obtained if employees' needs and wants are satisfied. Therefore, he not only issues orders but interprets them and sees to it that the employees have the necessary skills and tools to carry out their assignments. He assigns a fair work load to his personnel and accords due recognition to jobs that are well done. There is a team approach to the attainment of organisational goals. He recognizes the human value of showing greater concern for his subordinates.

A participative leader operates on the following assumptions:

(a) Subordinates are capable of doing work independently and assuming the responsibility for proper execution if they are given opportunities and incentives.

(b) Subordinates are supervised, guided and aided rather than threatened and commanded to work.

(c) Mistakes are not viewed seriously. The assumption is that disciplinary action breeds discontent and frustration among employees and creates an unhealthy work environment.

***Laissez-faire or Free-rein Leadership***: A free-rein leader does not lead, but leaves the group entirely to itself. The leader avoids using power and entrusts the decision-making authority to his subordinates. He does not direct his subordinates, thereby giving them complete freedom of operation. Groups of members work independently and provide their own motivation. The manager exists as a facilitator and buffer contact man between the team and outsiders, while bringing for his group the information and resources it needs to accomplish its job. A free-rein leader operates in the following manner:

(a) He follows the rule of minimum exposure to accountability.

(b) He relieves himself of responsibilities and is ready to blame his subordinates if something goes wrong.

(c) He has no clear idea of the goals to be attained.

(d) He is more security conscious than status conscious.

This mode of direction can produce good and quick results, if the subordinates are highly educated and brilliant people who have a sincere need to go ahead and discharge their responsibility.

***Paternalistic Leadership***: Under this type of leadership, the leader assumes that his function is fatherly. His attitude is that of treating the relationship between the leader and his groups as that of family, with the leader as the head of the family. The leader works to help, guide, protect and keep his followers happily working together as members of a family. He provides them with good working conditions, fringe benefits and employee services. It is said that employees under such leadership will work harder, out of sheer gratitude as well as emotional bondage.

### ***Bureaucratic***

Bureaucratic leaders create, and rely on, policy to meet organizational goals. Policies drive execution, strategy, objectives and outcomes. Bureaucratic leaders are most comfortable relying on a stated policy in order to convince followers to get on board. In doing so they send a very direct message that policy dictates direction. Bureaucratic leaders are usually strongly committed to procedures and processes instead of people, and as a result they may appear aloof and highly change adverse. The specific problem or problems associated with using policies to lead aren't always obvious until the damage is done. The danger here is that leadership's greatest benefits, motivating and developing people, are ignored by bureaucratic leaders. Policies are simply inadequate to the task of motivating and developing commitment. The specific risk with bureaucratic leaders is the perception that policies come before people, and complaints to that effect are usually met with resistance or disinterest. Policies are not in themselves destructive, but thoughtlessly developed and blindly implemented policy can de-motivate employees and frustrate desired outcomes. The central problem here is similar to the one associated with



autocratic leaders. Both styles fail to motivate and have little impact on people development. In fact, the detrimental impact could be significant and far outweigh any benefits realized by these leadership styles.

### ***Democratic***

It sounds easy enough. Instead of one defined leader, the group leads itself. Egalitarian to the core, democratic leaders are frustrated by the enormous effort required to build consensus for even the most mundane decisions as well as the glacial pace required to lead a group by fiat. The potential for poor decision-making and weak execution is significant here. The biggest problem with democratic leadership is its underlying assumptions that everyone has an equal stake in an outcome as well as shared levels of expertise with regard to decisions. That's rarely the case. While democratic leadership sounds good in theory, it often is bogged down in its own slow process, and workable results usually require an enormous amount of effort.

### ***Charismatic***

By far the most successful trait-driven leadership style is charismatic. Charismatic leaders have a vision, as well as a personality that motivates followers to execute that vision. As a result, this leadership type has traditionally been one of the most valued. Charismatic leadership provides fertile ground for creativity and innovation, and is often highly motivational. With charismatic leaders at the helm, the organization's members simply want to follow. It sounds like a best case scenario. There is however, one significant problem that potentially undercuts the value of charismatic leaders: they can leave. Once gone, an organization can appear rudderless and without direction. The floundering can last for years, because charismatic leaders rarely develop replacements. Their leadership is based upon strength of personality. As a result, charismatic leadership usually eliminates other competing, strong personalities. The result of weeding out the competition is a legion of happy followers, but few future leaders.

### ***Situational***

Situational leadership theory suggests that the best leaders constantly adapt by adopting different styles for different situations or outcomes. This theory reflects a relatively sophisticated view of leadership in practice and can be a valuable frame of reference for experienced, seasoned leaders who are keenly aware of organizational need and individual motivation. Most importantly, it allows experienced leaders the freedom to choose from a variety of leadership iterations. Problems arise, however, when the wrong style is applied inelegantly. Also, considering our earlier discussion regarding some of the more ineffective leadership styles like autocratic and bureaucratic, this style requires a warning or disclaimer related to unintended or less than optimal results when choosing one of these styles. With that said, situational leadership can represent a useful framework for leaders to test and develop different styles for various situations with an eye towards fine-tuning leadership results. Situational leadership, however, is most effective when leaders choose more effective styles like charismatic, transactional, and transformational.

### ***Transactional***

The wheeler-dealers of leadership styles, transactional leaders are always willing to give you something in return for following them. It can be any number of things including a good performance review, a raise, a promotion, new responsibilities or a desired change in duties. The problem with transactional leaders is expectations. If the only motivation to follow is in order to get something, what happens during lean times when resources are stretched thin and there is nothing left with which to make a deal? That said, transactional leaders sometimes display the traits or behaviors of charismatic leaders and can be quite effective in many circumstances while creating motivated players. They are adept at making deals that motivate and this can prove beneficial to an organization. The issue then is simply one of sustainability.

### ***Transformational***

Transformational leaders seek to change those they lead. In doing so, they can represent sustainable, self-replicating leadership. Not content to simply use force of personality (charismatic) or bargaining (transactional) to persuade followers, transformational leaders use knowledge, expertise and vision to change those around them in a way that makes them followers with deeply embedded buy-in that remains even when the leader that created it is no longer on the scene. Transformational leaders represent the most valuable form of leadership since followers are given the chance to change, transform and, in the process, develop themselves as contributors. Organizationally this achieves the best leadership outcome since

transformational leaders develop people. Transformational leadership is strongly desired since it has no artificial constraints in terms of buy-in and instead is focused on getting followers on board based upon their own evolving thought process and changing responses to leadership challenges. It is particularly suited for fast-paced, change-laden environments that demand creative problem solving and customer commitment.

### **Visionary Leadership:**

A visionary leader perceives challenges and growth opportunities before they happen, positioning people to produce extraordinary results that make real contributions to life. Some of the visionary leaders include – Dalai Lama (for his ability to incorporate new ideas into his traditional framework while being a messenger for peace and enlightenment for the world), Mahatma Gandhi and Nelson Mandela (for his courage and conviction and perseverance against all odds to free and unite people for justice), and President Obama (for his ability to galvanize and inspire people with the vision that we can transform our consciousness & world). The list is endless.

### **Strategic Leadership:**

Strategic leadership refers to a manager's potential to express a strategic vision for the organization, and to motivate and persuade others to acquire that vision. Strategic leadership can also be defined as utilizing strategy in the management of employees. It is the potential to influence organizational members and to execute organizational change. Strategic leaders create organizational structure, allocate resources and express strategic vision.

### **Importance of Leadership:**

The importance of leadership in an organisation cannot be denied. People working in an organisation need individuals (leaders) who could be instrumental in guiding the efforts of groups of workers to achieve goals and objectives of both the individuals and the organisation. The leader guides the action of others in accomplishing these tasks. A good leader motivates his subordinates, creates confidence and increases the morale of the workers. In the words of Peter F Drucker, "Good leadership is a must for the success of a business but the business leaders are the scarcest resources of any enterprise". The following points highlight the importance of leadership:

1. Leadership is the process of influencing the activities of an individual or a group towards the achievement of a goal.
2. An effective leader motivates subordinates for turning in a higher level of performance.
3. Leadership promotes team-spirit and team-work which is essential for the success of any organisation.
4. Leadership is an aid to authority. Dynamic and enlightened leadership helps in the effective use of formal authority.
5. Leadership creates confidence in subordinates by giving them proper guidance and advice.

The history of business is full of instances where good leaders led their business concerns to unprecedented peaks of success.

To quote George R Terry: "The will to do is triggered by leadership, and lukewarm desires for achievement are transformed into burning passion for successful accomplishments by the skilful use of leadership skills".

### **Functions of a Leader:**

According to Peter Drucker, "An effective leader is one who can make ordinary men do extraordinary things, make common people do uncommon things. Leadership is a lifting of a man's sights to a higher vision, the raising of man's standard to a higher performance, the building of a man's personality beyond its normal limitations." This viewpoint of Peter Drucker stresses the leader's obligation to attain organisational goals and gives attention to the needs of the individuals who are his subordinates. The important functions of a business leader may be briefly summarized as follows:

1. **To take the initiative:** A leader initiates all the measures that are necessary for the purpose of ensuring the health and progress of the organisation in a competitive economy. He should not expect others to guide or direct him. He should lay down the aims and objectives, commence their implementation and see that the goals are achieved according to the predetermined targets.

2. **He identifies group goals:** A leader must always help the group identify and attain their goals. Thus, a leader is a goal setter.

3. **He represents the organisation:** A leader represents the organisation and its purpose, ideals, philosophy and problems to those working for it and to the outside world. In other words, a leader is a true representative of the entire organisation.

4. **He acts as an arbitrator:** When groups experience internal difference, whether based on emotional or intellectual clashes, a leader can often resolve the differences. He acts as an arbitrator to prevent serious differences from cropping up within the group.

5. **To assign reasons for his action:** It is the delicate task of a leader to assign reasons to his every command. He has to instruct things in such a way that they are intelligible to all concerned and their co-operation is readily forthcoming.

6. **To interpret:** He interprets the objectives of the organisation and the means to be followed to achieve them; he appraises his followers, convinces them, and creates confidence among them.

7. **To guide and direct:** It is the primary function of the leader to guide and direct the organisation. He should issue the necessary instructions and see that they are properly communicated.

8. **To encourage teamwork:** A leader must try to win the confidence of his subordinates. He must act like the captain of a team.

9. **He manages the organisation:** Last but not the least, he administers the undertaking by arranging for the forecast, planning, organisation, direction, co-ordination and control of its activities.

### Basic Approaches

Different authorities and different researchers have viewed leadership differently. Some put emphasis on personal options, while others view leadership as situational. The researches conducted by behavioural scientists to find out what makes a leader effective have resulted in "theories of leadership".

### Trait Theory of Leadership:

Not all managers are effective leaders and not all leaders are effective managers. It is therefore difficult to identify effective managers and leaders. Early studies of leaders defined them by traits they were supposed to exhibit. Sometimes it was also called "attributes" that the leader possesses. The theory therefore was called "trait theory" or attribute theory of leadership. It is also known as "great man's" theory. A leader might be described as loyal, brave, trustworthy or companionate. But all these qualities may not be found in a successful leader. Therefore long list of unending traits may be listed as desirable for a leader. Despite these difficulties, Davis<sup>3</sup> has identified four characteristics that leader tends to have. They are more likely to be present in middle and upper-level managers than in those who hold lower-level supervisory positions. Their characteristics are as under:-

1. **Intelligence:** leaders tend to have higher degree of intelligence than their followers.
2. **Social maturity and breadth:** leaders have a tendency to be emotionally mature and to have a broad range of interests. They are members of somewhat exclusive social club.
3. **Inner motivation and achievement drives:** leaders want to accomplish things, when they achieve one goal they seek out another. They are inner motivated and do not depend on outside forces for their motivation.
4. **Human relations attitude:** Leaders are able to work effectively with other persons. They understand that to accomplish any task they must be considerate of others.

According to the trait theory, persons who possess the following traits or personal characteristics could become successful leaders:

(a) *Good personality:* Physical characteristics and level of maturity determine the personality of an individual. Good personality is an important factor in determining the success of a leader.

(b) *Intellectual ability:* A leader must have a higher level of intelligence than the average follower. A leader should analyze the situation accurately and take decision accordingly.

(c) *Initiative:* A leader should initiate suitable activities at a proper time.

(d) *Imagination:* A leader should have the ability to imaginatively visualize trends and device his policies and programmes.

(e) *Maturity:* A leader should be emotionally mature and have a balanced temperament.

They should also have high frustration tolerance.

- (f) *Desire to accept responsibility*: A leader should be prepared to shoulder the responsibility for the consequences of any step he takes. In other words, he should accept full responsibility for his actions.
- (g) *Self-confidence*: A leader should possess self-confidence. Self-confidence is essential to motivate the followers and boost up their morale.
- (h) *Flexibility*: A leader should be prepared to accommodate others viewpoints and modify his decisions. He should have an open mind, ready to absorb and adopt new ideas and views of others.
- (i) *Fairness and objectivity*: A good leader is fair and objective in dealing with subordinates. Honesty, fairplay, justice and integrity of character are expected of any good leader.
- (j) *Considerate*: A good leader is considerate to the followers as his success as a leader largely depends on the co-operation of his followers.

### Traits associated with effective leadership:

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1. *Drive*. Leaders exhibit a high effort level. They have a relatively high desire for achievement; they are ambitious; they have a lot of energy; they are tirelessly persistent in their activities; and they show initiative.
2. *Desire to lead*. Leaders have a strong desire to influence and lead others. They demonstrate the willingness to take responsibility.
3. *Honesty and integrity*. Leaders build trusting relationships between themselves and followers by being truthful or nondeceitful and by showing high consistency between word and deed.
4. *Self-confidence*. Followers look to leaders for an absence of self-doubt. Leaders, therefore, need to show self-confidence in order to convince followers of the rightness of their goals and decisions.
5. *Intelligence*. Leaders need to be intelligent enough to gather, synthesize, and interpret large amounts of information, and they need to be able to create visions, solve problems, and make correct decisions.
6. *Job-relevant knowledge*. Effective leaders have a high degree of knowledge about the company, industry, and technical matters. In-depth knowledge allows leaders to make well-informed decisions and to understand the implications of those decisions.
7. *Extraversion*. Leaders are energetic, lively people. They are sociable, assertive, and rarely silent or withdrawn.

Research indicates that a few traits show a weak but consistent link to holding positions of leadership. People with a high energy level tend to rise to leadership positions. Leadership potential has been associated with the social trait of dominance and with the motives of need for achievement and need for power. Leadership has also been widely linked to high self-esteem. General cognitive ability has one of the strongest links to leadership ability.

**Evaluation of the Trait Theory:** The trait approach to leadership has been severely criticized by many. Some of the limitations of the theory are the following :

- (i) The list of personality traits of successful leaders is too long and there seems to be no finality about it. Although hundreds of traits have been identified, no consistent pattern has emerged.
- (ii) How much of which react a successful leader must have is not clear. Furthermore, certain, particularly psychological, cannot be quantified.
- (iii) The theory assumes that a leader is born and not trained. This assumption is not acceptable to the contemporary thinkers on the subject.
- (iv) Contrary to what the theory assumes, leadership effectiveness does not depend upon the personality of the leader alone. Other variables like the situation, the task, the organization and the characteristics of followers will equally determine the effectiveness of leaders.
- (v) It is well known that people who fail as leaders and people who never achieve positions of leadership often possess some of the same traits as successful leaders. Thus, for example, although taller people may generally be more successful as leaders, many tall people have neither the inclination nor the capabilities to be leaders. At the same time, many short people have risen to positions of leadership.

There is little consensus on the meaning of words used to label traits. In a study of extensive leadership qualities a researcher demonstrated the magnitude of this problem when he asked 75 top executives to define the term "dependability", a trait associated with effective leadership. The executives defined this trait in 147 different ways. Even after similar definitions had been combined, 25 different definitions remained.

It does not mean to say that the trait theory of leadership is irrelevant. With all its limitations, the theory is still relevant because of certain merits.

One merit relates to the qualities of successful leaders. Focusing on personality traits, a review of studies carried out from 1900 to 1957 showed that, leaders tend to be consistently better adjusted, more dominant, more extroverted, more masculine, and more conservative and have greater interpersonal sensitivity than non-leaders."

The *Second* merit relates to the influence of personality on one's effectiveness " person's personality, what he fundamentally is as a person, is an ever present and massive influence on how and with what success, he functions as a manager."

"The personality of man is his inner life, including such inner elements as back-ground, life history, beliefs, life experiences, attitudes, prejudices, self-image, fears, loves, hates, hopes and philosophy of life. In this sense, a man is like an iceberg: only a small fraction of what he appears above the surface (his observable behaviour, what he does); the rest is his inner life, the 7/8 of the iceberg that lie, unobservable, below the surface."

However, the manager's inner personality causes or 'spills over' into his behaviour which, in turn, affects others with whom he works, eliciting from them either co-operative or resistance reaction. And, therein lies the manager's fate: co-operative reactions from his people spell success, resistance reactions, however irrational from the manager's view-point, usually assure his failure."

"... It is clear that there is an influential relationship between a manager's total personality and his success as a manager on the job. I have submitted this precise to several thousand practising managers over the years and based on their experience virtually all acknowledge its validity."<sup>17</sup>

*Third*, the view that leaders are born, not made is in fact, still popular (through not among researchers). After a lifetime of reading popular novels and viewing films and tele-vision shows, perhaps most of us believe, to some extent, that there are individuals who have predisposition to leadership, that they are naturally braver, more aggressive, more decisive and more articulate than other people.<sup>18</sup>

*Finally*, the theory has certain practical implications also. If leadership traits could be identified, then nations and organizations would become far more sophisticated in selecting leaders, Only those people who possess the designated leadership traits would become politicians, officers and managers. Presumably, organizations and societies would then operate more effectively

### ***Limitations of the Trait Theory***

- (a) It assumes that leadership is an inborn quality. This is not always true but, leadership qualities may be developed through training also.
- (b) A leader may prove very successful in one situation due to some traits, but may fail in another situation.
- (c) The theory also fails to mention the traits which are necessary to maintain leadership. Measurement of a trait usually occur after a person becomes a leader.
- (d) There cannot be any common list of personal traits found in all successful leaders.
- (e) Personal traits are only a part of the whole environment. By emphasizing merely on the personal traits, the other qualities of a leader are ignored.

### ***Applications of Trait Theory***

Despite the limitations of trait theory, people still think in terms of leadership traits. For example, in many hiring and promotion decisions, the decision maker selects people, he or she should have "leadership potential". There is nothing wrong about such a choice, but is this an effective strategy? Probably not.

Using valid systems for employee selection results in higher-quality employees than basing decisions on non-job-related personality traits.

## CONTINGENCY MODEL OF LEADER EFFECTIVENESS

Leadership Theories - Fiedler's contingency theory was developed by Fred Fiedler in the late 1960s. He believes the effectiveness of leadership styles vary depending on the situation. He believes that there are two types of the leaders, **the task oriented one** and **the people oriented one**.

**The elements that would affect the effectiveness of leadership are:**

- How clearly defined and structured the job scope is?
- How much positional power the leader has?
- The relationship between the leaders and the followers.

Fiedler believes that the most favourable situation is one that has a clearly defined scope, high positional power and good relationship between the leaders and the followers. He found that task-oriented leaders are more effective in extremely favorable or unfavorable situations; whereas relationship oriented leaders perform best in situations with intermediate favorability.

### Leader-Member Relations

Is the degree to which the leaders is trusted and liked by the group members, and the willingness of the group members to follow the leader's guidance. It is the degree of confidence, trust, and respect the subordinates have in their leader.

### Task Structure

Is the degree to which the group's task has been described as **structured** or **unstructured**, and has been clearly defined and the extent to which it can be carried out by detailed instructions.

### Position Power

It is the power of the leader by virtue of the organizational position and the degree to which the leader can exercise authority on group members in order to comply with and accept his direction and leadership. The influence is derived from one's formal structural position in the organization; includes power to hire, fire, discipline, promote, and give salary increases.

With the help of these three variables, eight combinations of group-task situations were constructed by Fiedler. These combinations were used to identify the style of the leader.

### Leader's trait:

In order to assess the attitudes of the leader, Fiedler developed the 'least preferred co-worker' (LPC) scale in which the leaders are asked about the person with whom they least like to work. The scale is a questionnaire consisting of 16 items used to reflect a leader's underlying disposition toward others. The items in the LPC scale are pleasant / unpleasant, friendly / unfriendly, rejecting / accepting, unenthusiastic / enthusiastic, tense / relaxed, cold / warm, helpful / frustrating, cooperative / uncooperative, supportive / hostile, quarrelsome / harmonious, efficient / inefficient, gloomy / cheerful, distant / close, boring / interesting, self-assured / hesitant, open / guarded. Each item in the scale is given a single ranking of between one and eight points, with eight points indicating the most favorable rating.

Friendly	8	7	6	5	4	3	2	1 Unfriendly
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### Least Preferred Coworker Scale

Fiedler also created a **Least Preferred Co-worker (LPC)** scale to determine the style of a leader. The LPC is a questionnaire for a leader that is directed to determining the kind of co-worker a leader would like to work with.

It is indirectly aimed to reflect upon the leader's own style of operations. A high score in LPC indicates a **"people-orientated"** style while low score indicates **"task-oriented"** style. The LPC is based on the assumption that

a task-oriented leaders perceive their least-preferred-coworker more negatively, than a relationship-oriented leaders. Essentially they view them as underachievers and people who are an obstacle to their own performance.

While relationship-oriented leader will derive some satisfaction out of interpersonal factors and give more positive feedback.

**Instructions:**

Think of a person you would **least prefer** to work with.

He is not the person you **dislike personally**, but is the person with whom you would have **most difficulty** in getting the job done.

This person might be someone you work with **now** or **in past**.

The person might be a **subordinate, coworker** or **boss**.

Now select the adjectives that best describes that person in the questionnaire below. The questionnaire has set of qualities (adjectives) that are complementary to one another, hence the form is bipolar. If you find a person somewhat unpleasant, you select '-1' that is closer to 'unpleasant'.

**Pleasant** 4 3 2 1 -1 -2 -3 -4 **unpleasant**.

- 1- Always
- 2- Mostly
- 3- Occasionally
- 4- Slightly

Please fill in a value for the following field(s):

- Pleasant**..... 4 3 2 1 -1 -2 -3 -4 ..... **Unpleasant**
- Friendly**..... 4 3 2 1 -1 -2 -3 -4 ..... **Un-Friendly**
- Rejecting**..... -4 -3 -2 -1 1 2 3 4 ..... **Accepting**
- Tense**..... -4 -3 -2 -1 1 2 3 4 ..... **Relaxed**
- Distant**..... -4 -3 -2 -1 1 2 3 4 ..... **Close**
- Cold**..... -4 -3 -2 -1 1 2 3 4 ..... **Warm**
- Supportive**... 4 3 2 1 -1 -2 -3 -4 ..... **Hostile**
- Boring**..... -4 -3 -2 -1 1 2 3 4 ..... **Interesting**
- Quarrelsome** -4 -3 -2 -1 1 2 3 4 ..... **Harmonious**
- Gloomy**..... -4 -3 -2 -1 1 2 3 4 ..... **Cheerful**
- Open**..... 4 3 2 1 -1 -2 -3 -4 ..... **Guarded**
- Backbiting**.... -4 -3 -2 -1 1 2 3 4 ..... **Loyal**
- Untrustworthy** -4 -3 -2 -1 1 2 3 4 ..... **Trustworthy**
- Considerate**.. 4 3 2 1 -1 -2 -3 -4 ..... **Inconsiderate**
- Nasty**..... -4 -3 -2 -1 1 2 3 4 ..... **Nice**
- Agreeable**..... 4 3 2 1 -1 -2 -3 -4 ..... **Disagreeable**
- Insincere**..... -4 -3 -2 -1 1 2 3 4 ..... **Sincere**
- Kind**..... 4 3 2 1 -1 -2 -3 -4 ..... **Unkind**

Leader-member relations	Good				Poor				
	Structured		Unstructured		Structured		Unstructured		
Task structure	Structured		Unstructured		Structured		Unstructured		
Leader position power	High	Low	High	Low	High	Low	High	Low	
	1	2	3	4	5	6	7	8	
Favorable for leader	→								Unfavorable for leader
Type of leader most effective in the situation	Task-motivated	Task-motivated	Task-motivated	Relation-ship-motivated	Relation-ship-motivated	Relation-ship-motivated	Relation-ship-motivated	Task-motivated	

**Contingency Theory Model**

The Fiedler's contingency model tries to match a leader's style which is evaluated using LPC to the situation.

Leaders who are predominantly task-oriented (low LPC) are more effective in situations 1,2,3 & 8, while those who are relationship-oriented (high LPC) are effective in situations 4-7.

The contingency theory implies that leaders will not be effective in all situations, but only the one's that suits them best. One explanation is that a mismatched leader-situation causes a lot of anxiety to the leader; the stress compels him to make unfair and wrong decisions resulting in negative outcomes.

### **Common Observations on Contingency Model**

1. Building relationships matters most when there is significant mistrust and insecurities with leadership's intentions and methods.
2. Highly structured tasks are relatively independent of either relationship or positional power. It might be due to time tested methods and process that normally accompany the highly structured task, the leader's influence is minimal.
3. Low structured task can be accomplished by either directive or participative leadership style.
4. Low positional power always requires leaders to use their people-skills to influence the outcome.
5. When situations are really bad, like a crisis (poor leader-member relation, low task structure & weak positional power), only a strong task-oriented leader can be effective.

### **Strengths of contingency theory**

1. It is supported by vast amount of empirical studies (~400) and has been tested extensively.
2. The contingency model is predictive; there is a well defined method to evaluate both LPC and Situations.
3. The theory reduces the amount of expectations from a leader, instead it focuses on matching a leader to task.
4. It can be used to create leadership profiles in an organization, thus can be a valuable instrument during a reorganization/management change. The new organizational structure can then be matched to profiles of the leaders.

### **Criticism of contingency theory**

1. It fails to explain the model that is developed empirically; it is unable to provide reasons for leadership's effectiveness in various situations.
2. The LPC scale is very debatable, it is hard to understand how evaluation of a coworker can reflect upon own leadership style.
3. The contingency theory is not a leadership development process, while it is good to get the best out of a leader, it doesn't blend well with the career growth of a leader. If the leader doesn't adapt or changes his style, he might never be productive at the higher levels of organization. This is one of the most common problems in large organizations, managers are promoted since they perform well at a particular level, but since they are not fit for the new responsibilities, they lead to overall ineffectiveness of whole organization.

## **Contemporary leadership:**

Contemporary leadership models argue that the "effective leaders are those who have the cognitive and behavioural capacity to recognize and react to paradox, contradiction, and complexity in their environments." (Denison, Hooijberg, & Quinn, 1995) Most common contemporary leadership models include charismatic, transformational and transactional leadership.

## **Transactional Leadership:**

### **Assumptions**

People are motivated by reward and punishment.

Social systems work best with a clear chain of command.

When people have agreed to do a job, a part of the deal is that they cede all authority to their manager. The prime purpose of a subordinate is to do what their manager tells them to do.

### **Style**

The transactional leader works through creating clear structures whereby it is clear what is required of their subordinates, and the rewards that they get for following orders. Punishments are not always mentioned, but they are also well-understood and formal systems of discipline are usually in place.



The early stage of Transactional Leadership is in negotiating the contract whereby the subordinate is given a salary and other benefits, and the company (and by implication the subordinate's manager) gets authority over the subordinate.

When the Transactional Leader allocates work to a subordinate, they are considered to be fully responsible for it, whether or not they have the resources or capability to carry it out. When things go wrong, then the subordinate is considered to be personally at fault, and is punished for their failure (just as they are rewarded for succeeding).

The transactional leader often uses *management by exception*, working on the principle that if something is operating to defined (and hence expected) performance then it does not need attention. Exceptions to expectation require praise and reward for exceeding expectation, whilst some kind of corrective action is applied for performance below expectation.

Whereas Transformational Leadership has more of a 'selling' style, Transactional Leadership, once the contract is in place, takes a 'telling' style.

### **Discussion**

Transactional leadership is based in *contingency*, in that reward or punishment is contingent upon performance.

Despite much research that highlights its limitations, Transactional Leadership is still a popular approach with many managers. Indeed, in the Leadership vs. Management spectrum, it is very much towards the management end of the scale.

The main limitation is the assumption of 'rational man', a person who is largely motivated by money and simple reward, and hence whose behavior is predictable. The underlying psychology is Behaviorism, including the Classical Conditioning of Pavlov and Skinner's Operant Conditioning. These theories are largely based on controlled laboratory experiments (often with animals) and ignore complex emotional factors and social values.

In practice, there is sufficient truth in Behaviorism to sustain Transactional approaches. This is reinforced by the supply-and-demand situation of much employment, coupled with the effects of deeper needs, as in Maslow's Hierarchy. When the demand for a skill outstrips the supply, then Transactional Leadership often is insufficient, and other approaches are more effective.

## **Transformational Leadersh**

### **ip: Assumptions**

People will follow a person who inspires them.

A person with vision and passion can achieve great things.

The way to get things done is by injecting enthusiasm and energy.

### **Style**

Working for a Transformational Leader can be a wonderful and uplifting experience. They put passion and energy into everything. They care about you and want you to succeed.

### **Developing the vision**

Transformational Leadership starts with the development of a vision, a view of the future that will excite and convert potential followers. This vision may be developed by the leader, by the senior team or may emerge from a broad series of discussions. The important factor is the leader buys into it, hook, line and sinker.

### **Selling the vision**

The next step, which in fact never stops, is to constantly sell the vision. This takes energy and commitment, as few people will immediately buy into a radical vision, and some will join the show much more slowly than others. The Transformational Leader thus takes every opportunity and will use whatever works to convince others to climb on board the bandwagon.

In order to create followers, the Transformational Leader has to be very careful in creating trust, and their personal integrity is a critical part of the package that they are selling. In effect, they are selling themselves as well as the vision.

### **Finding the way forwards**

In parallel with the selling activity is seeking the way forward. Some Transformational Leaders know the way, and simply want others to follow them. Others do not have a ready strategy, but will happily lead the exploration of possible routes to the promised land.

The route forwards may not be obvious and may not be plotted in details, but with a clear vision, the *direction* will always be known. Thus finding the way forward can be an ongoing process of course correction, and the Transformational Leader will accept that there will be failures and blind canyons along the way. As long as they feel progress is being made, they will be happy.

### **Leading the charge**

The final stage is to remain up-front and central during the action. Transformational Leaders are always visible and will stand up to be counted rather than hide behind their troops. They show by their attitudes and actions how everyone else should behave. They also make continued efforts to motivate and rally their followers, constantly doing the rounds, listening, soothing and enthusing. It is their unswerving commitment as much as anything else that keeps people going, particularly through the darker times when some may question whether the vision can ever be achieved. If the people do not believe that they can succeed, then their efforts will flag. The Transformational Leader seeks to infect and reinfect their followers with a high level of commitment to the vision.

One of the methods the Transformational Leader uses to sustain motivation is in the use of ceremonies, rituals and other cultural symbolism. Small changes get big hurrahs, pumping up their significance as indicators of real progress.

Overall, they balance their attention between action that creates progress and the mental state of their followers. Perhaps more than other approaches, they are people-oriented and believe that success comes first and last through deep and sustained commitment.

### **Discussion**

Whilst the Transformational Leader seeks overtly to transform the organization, there is also a tacit promise to followers that they also will be transformed in some way, perhaps to be more like this amazing leader. In some respects, then, the followers are the *product* of the transformation.

Transformational Leaders are often charismatic, but are not as narcissistic as pure Charismatic Leaders, who succeed through a belief in themselves rather than a belief in others.

One of the traps of Transformational Leadership is that passion and confidence can easily be mistaken for truth and reality. Whilst it is true that great things have been achieved through enthusiastic leadership, it is also true that many passionate people have led the charge right over the cliff and into a bottomless chasm. Just because someone *believes* they are right, it does not mean they *are* right.

Paradoxically, the energy that gets people going can also cause them to give up. Transformational Leaders often have large amounts of enthusiasm which, if relentlessly applied, can wear out their followers. Transformational Leaders also tend to see the big picture, but not the details, where the devil often lurks. If they do not have people to take care of this level of information, then they are usually doomed to fail. Finally, Transformational Leaders, by definition, seek to transform. When the organization does not need transforming and people are happy as they are, then such a leader will be frustrated. Like wartime leaders, however, given the right situation they come into their own and can be personally responsible for saving entire companies.

### **Charismatic Leadership:**

#### **Assumptions**

Charm and grace are all that is needed to create followers. Self-belief is a fundamental need of leaders.

People follow others that they personally admire.

#### **Style**

The Charismatic Leader gathers followers through dint of personality and charm, rather than any form of external power or authority.

#### **Some of the key characteristics of Charismatic leadership are**

**Vision:** Charismatic leaders have natural inclination to be dissatisfied with status-quo and always search for a radically different vision. Learn more about vision in leadership purpose.

**Strong leadership traits:** Charismatic leader develop all the necessary traits of leadership, ability to inspire, establish credibility and are very strong in their communication skills.

**Strong Self-Belief:** Charismatic leader have strong inner conviction about their vision and strategies. They have gone through the phases of inner turmoil and have successfully overcome their inner conflicts to realize their full potential. The completion of self discovery results in exceptional confidence, an attribute that only makes them more compelling and dominant.

**Activist Mindset:** Their inner conviction and desperation for change makes them self-promoting for their cause and belief. They are willing to pursue risky endeavors, their courageousness is a great influence on the followers, and people expect and admire leaders who are courageous.

**Exemplary:** Charismatic leaders practice high moral values, they are very ethical in their actions and follow a code of conduct at the expense of self.

### **The searchlight of attention**

It is interesting to watch a Charismatic Leader 'working the room' as they move from person to person. They pay much attention to the person they are talking to at any one moment, making that person feel like they are, for that time, the most important person in the world.

Charismatic Leaders pay a great deal of attention in scanning and reading their environment, and are good at picking up the moods and concerns of both individuals and larger audiences. They then will hone their actions and words to suit the situation.

### **Pulling all of the strings**

Charismatic Leaders use a wide range of methods to manage their image and, if they are not naturally charismatic, may practice assiduously at developing their skills. They may engender trust through visible self-sacrifice and taking personal risks in the name of their beliefs. They will show great confidence in their followers. They are very persuasive and make very effective use of body language as well as verbal language.

Deliberate charisma is played out in a theatrical sense, where the leader is 'playing to the house' to create a desired effect. They also make effective use of storytelling, including the use of symbolism and metaphor. Many politicians use a charismatic style, as they need to gather a large number of followers. If you want to increase your charisma, studying videos of their speeches and the way they interact with others is a great source of learning. Religious leaders, too, may well use charisma, as do cult leaders.

### **Leading the team**

Charismatic Leaders who are building a group, whether it is a political party, a cult or a business team, will often focus strongly on making the group very clear and distinct, separating it from other groups. They will then build the image of the group, in particular in the minds of their followers, as being far superior to all others.

The Charismatic Leader will typically attach themselves firmly to the identity of the group, such that to join the group is to become one with the leader. In doing so, they create an unchallengeable position for themselves.

### **Alternative views**

The description above is purely based on charisma and takes into account varying moral positions. Other descriptions tend to assume a more benevolent approach.

Conger & Kanungo (1998) describe five behavioral attributes of Charismatic Leaders that indicate a more transformational viewpoint:

Vision and articulation;

Sensitivity to the environment;

Sensitivity to member needs;

Personal risk taking;

Performing unconventional behaviour.

Musser (1987) notes that charismatic leaders seek to instill both commitment to ideological goals and also devotion to themselves. The extent to which either of these two goals is dominant depends on the underlying motivations and needs of the leader.

### **Discussion**

The Charismatic Leader and the Transformational Leader can have many similarities, in that the Transformational Leader may well be charismatic. Their main difference is in their basic focus.

Whereas the Transformational Leader has a basic focus of transforming the organization and, quite possibly, their followers, the Charismatic Leader may not want to change anything.

Despite their charm and apparent concern, the Charismatic Leader may well be somewhat more concerned with themselves than anyone else. A typical experience with them is that whilst you are talking with them, it is like being bathed in a warm and pleasant glow, in which they are very convincing. Yet afterwards, ask the sunbeam of their attention is moved elsewhere, you may begin to question what they said (or even whether they said anything of significance at all).

The values of the Charismatic Leader are highly significant. If they are well-intentioned towards others, they can elevate and transform an entire company. If they are selfish and Machiavellian, they can create cults and effectively rape the minds (and potentially the bodies) of the followers. Their self-belief is so high, they can easily believe that they are infallible, and hence lead their followers into an abyss, even when they have received adequate warning from others. The self-belief can also lead them into psychotic narcissism, where their self-absorption or need for admiration and worship can lead to their followers questioning their leadership. They may also be intolerant of challengers and their irreplaceability (intentional or otherwise) can mean that there are no successors when they leave.

### **The Quiet Leader:**

#### **Assumptions**

The actions of a leader speak louder than his or her words.  
People are motivated when you give them credit rather than take it yourself. Ego and aggression are neither necessary nor constructive.

#### **Style**

The approach of quiet leaders is the antithesis of the classic charismatic (and often transformational) leaders in that they base their success not on ego and force of character but on their thoughts and actions. Although they are strongly task-focused, they are neither bullies nor unnecessarily unkind and may persuade people through rational argument and a form of benevolent Transactional Leadership.

#### **The 'Level 5' leader**

In his book *Good To Great*, Jim Collins, identified five levels of effectiveness people can take in organizations. At level four is the merely effective leader, whilst at level five the leader who combines professional will with personal humility. The 'professional will' indicates how they are far from being timid wilting flowers and will march against any advice if they believe it is the right thing to do. In 'personal humility' they put the well-being of others before their own personal needs, for example giving others credit after successes but taking personal responsibility for failures.

#### **Taoist writings**

The quiet leader is not a modern invention and Lao Tzu, who, in the classic Taoist text *Tao Te Ching*, was discussing the same characteristic around 500 BC:

The very highest is barely known by  
men, Then comes that which they know  
and love, Then that which is feared,  
Then that which is despised.

He who does not trust enough will not be  
trusted. When actions are performed  
Without unnecessary speech,  
People say "We did it!"

Here again, the highest level of leadership is virtually invisible.

#### **Discussion**

To some extent, the emphasis on the quiet leader is a reaction against the lauding of charismatic leaders in the press. In particular during the heady days of the dot-com boom of the 1990s, some very verbal leaders got much coverage. Meanwhile, the quiet leaders were getting on with the job. Being quiet, of course, is not the secret of the universe, and leaders still need to see the way forwards. Their job can be harder when they are faced with people of a more external character. For people accustomed to an extraverted charismatic style, a quiet style can be very confusing and they may downplay the person, which is usually a mistake. Successful quiet leaders often play the values card to persuade others, showing selfishness and lack of emotional control as being unworthy characteristics. Again there is a trap in this and leadership teams can fall into patterns of behavior where peace and harmony are prized over any form of challenge and conflict.

## **Servant Leadership:**

Servant leadership is employee-oriented process that aims to empower subordinates with greater ownership and responsibilities while the leader acts as self-sacrificing facilitator. However this doesn't imply that leader is less concerned with the business or other objectives of the organization, but rather formulates a collective vision that serves both employees and the organization's stakeholders.

### **Assumptions**

The leader has responsibility for the followers.

Leaders have a responsibility towards society and those who are disadvantaged. People who want to help others best do this by leading them.

### **Some of the key characteristics of servant leadership are:-**

**Create atmosphere of partnership:** Servant leaders consciously desist from using their positional power unless really required. They try to lead at the ground level, considerably eliminating the perception of organizational hierarchy.

**Active Listener:** Servant leaders are more like negotiators rather than commanders; they listen carefully to the problems of others and then engage in range of satisfying solutions.

**Subordinate development:** Servant leaders view continual development of subordinates as vital to health of the organization. This implies establishing a fair process of performance evaluation and making sure it is effective and well received by the subordinates.

### **Style**

The servant leader serves others, rather than others serving the leader. Serving others thus comes by helping them to achieve and improve.

There are two criteria of servant leadership:

The people served grow as individuals, becoming 'healthier, wiser, more autonomous and more likely themselves to become servants' (Greenleaf, 1977).

The extent to which the leadership benefits those who are least advantaged in society (or at least does not disadvantage them).

Principles of servant leadership defined by the Alliance for Servant Leadership are: *Transformation* as a vehicle for personal and institutional growth.

*Personal growth* as a route to better serve others.

*Enabling environments* that empower and encourage service. *Service* as a fundamental goal.

*Trusting relationships* as a basic platform for collaboration and service. *Creating commitment* as a way to collaborative activity.

*Community building* as a way to create environments in which people can trust each other and work together.

*Nurturing the spirit* as a way to provide joy and fulfilment in meaningful work.

Spears (2002) lists: listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to growth of people, and building community.

An excellent example of a servant leader is Ernest Shackleton, the early 20th century explorer who, after his ship became frozen in the Antarctic life, brought every one of his 27 crew home alive, including an 800 mile journey in open boats across the winter Antarctic seas. It took two years, but Shackleton's sense of responsibility towards his men never wavered.

### **Discussion**

Greenleaf says that true leadership "emerges from those whose primary motivation is a deep desire to help others." Servant leadership is a very moral position, putting the well-being of the followers before other goals.

It is easy to dismiss servant leadership as soft and easy, though this is not necessarily so, as individual followers may be expected to make sacrifices for the good of the whole, in the way of the servant leader. The focus on the less privileged in society shows the servant leader as serving not just their followers but also the whole of society.

Servant leadership is a natural model for working in the public sector. It requires more careful interpretation in the private sector lest the needs of the shareholders and customers and the rigors of market competition are lost.

A challenge to servant leadership is in the assumption of the leader that the followers want to change. There is also the question of what 'better' is and who decides this. Servant leadership aligns closely with religious morals and has been adopted by several Christian organizations.

**Meaning and significance of contemporary leadership**  
**Success story of today's global and Indian leaders**