

Organizational Behaviour- II
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Lecture - 39
Leadership Qualities, Techniques and Skills

Welcome back to the course and the discussions on leadership. So, we have known till now what is leadership, who is a leader, what are the functions of a leader. Today we are going to discuss on some of the qualities and techniques and skills of leadership. These are very important things to know. So, that we can develop on these skills and like develop ourselves to be better leader.

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So, let us begin our discussion on leadership qualities techniques and skills.

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Leadership Traits/Qualities

There are important qualities of effective leaders that do lead to superior performance are as follows:

Loyalty

Powerful and effective leaders demonstrate their loyalty to their vision by their words and actions.

Keeping them updated- Efficient and effective leaders keep themselves updated about what is happening within their organization. They have various formal and informal sources of information in the organization

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Now what are leadership qualities these are important qualities of effective leaders that help leader to need for superior performance. So, what are the 5 co-defining qualities of a leader loyalty first defining quality is loyalty it is the powerful and effective leaders demonstrate their loyalty to their vision by their words and actions. So, it is very important like what you tell and what you do you really believe in those things.

So, loyalty is one of the defining qualities of leadership, loyalty to what loyalty to the vision which they express in their words and actions. Keeping themselves updated efficient and effective leaders keep themselves updated about what is happening within their organization. They have various formal and informal sources of information in the organization and through that they keep themselves updated.

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Leadership Traits/Qualities

Judicious use of power
 Leaders makes a very wise use of their power. They must play the power game skillfully and try to develop consent for their ideas rather than forcing their ideas upon others. They must push their ideas gradually.

Have wider perspective/outlook
 Leaders just don't have skills in their narrow specialty but they have a little knowledge about a lot of things.

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Another important quality or trait of leadership is judicious use of power. So, if we may have power there are 5 sources of power we may have all or any one or combination of these sources of power. But how do we use it in what kind of situations we use what kind of power it really defines the good qualities of a leadership. So, judicious use of power. So, it is making wise use of the power. They may play the or they must play the power game skillfully and try to develop consent for their ideas rather than forcing their ideas upon others.

So, they must push their ideas gradually. So, that in a way like people also accept what they are trying to tell. So, it is very important like what is that source of power they are going to use while they are interacting with it with their followers. So, mean for all kinds of followers and in all different situations the same power may not work. So, how you are influencing your followers with what kind of power you have to think about it prudently and use it judiciously.

Have wider perspective or outlook: Leaders just do not have skills in their narrow specialty but they have a little knowledge about lot of things. So, it is very important that you have the basic knowledge of the whole set of things. So, that you can form a holistic idea of how different things functions, you may be an expert in your own domain definitely you need to be that but also it is very important that you have somewhat like working knowledge of the different domains and or you can try to get it from different sources also when it is required.

It is very important that you try to understand about the functioning of the different domains so that you can understand the interrelationship of the functions. How like the how changes in one aspect of the organization are going to affect other functions of the organization. So, it is very important that you have a wider perspective or outlook.

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The slide is titled "Leadership Traits/Qualities" in an orange box. Below this, there are two yellow boxes. The first is labeled "Motivational" and contains the text: "Leaders must have a zeal for work that goes beyond money and power and also they should have an inclination to achieve goals with energy and determination." The second is labeled "Compassion" and contains the text: "Leaders must understand the views and feelings of their subordinates, and make decisions after considering them." The slide features a blue and red 3D figure sitting at a desk with a laptop, and a woman's video feed in the bottom right corner. The NPTEL logo is visible in the bottom left corner.

Another of the leadership qualities which is very important quality is motivational quality. Leaders must have a zeal for work that goes beyond money and power and also, they should have an inclination to achieve goals with energy and determination. So, it is not only that they are able to motivate others they should be self-motivated also. And that self motivation should be towards achieving goals with energy and determination and it is not only the zeal for money or you are being power hungry for the higher levels in the organization.

Compassion it is one of the defining qualities of a leader or leadership where we are compassionate where we understand the views and feelings of their subordinates and make decisions after considering them.

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Leadership Traits/Qualities

Self-control
Leaders must have the potential to control distracting/disturbing moods and desires, i.e., they must think before acting.

Social skills and self awareness
Leaders must be friendly and social. He/she must have the potential to understand their own moods and emotions, as well as their impact on others.

One of the defining qualities of leadership is self-control: Leaders must have the potential to control distracting or disturbing moods and desires they must think before they are acting. Social skills and self-awareness, leaders must be friendly and social he or she must have the potential to understand their own moods and emotions as well as their impacts for others. So, what are the impact of their moods and others these are very important things which needs to be discussed while we are thinking of the leadership qualities which are like defining qualities of a leader.

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Leadership Traits/Qualities

Sense of responsibility
A leader is more responsible and accountable towards an individual's work which is important to bring a sense of his followers. Only then he can motivate the subordinates to the best.

Readiness to delegate and authorize
Effective leaders are having proficient quality for delegation. They are well aware of the fact that delegation will avoid overloading of responsibilities on the leaders. They also recognize the fact that authorizing the subordinates to make decisions will motivate them a lot.

Sense of responsibility: A leader is more responsible and accountable towards an individual's work which is important to bring a sense of his followers only then he can motivate the subordinates to the best. So, it is important like the leader also shows a sense of responsibility

and accountability not only to one's own work but also to the subordinate's work. Now if he is demonstrating those qualities the follower also understands like they have to be responsible for their own work and take accountability of it and develops this sense within themselves.

So, which is very important like the leader first show the or demonstrate a sense of responsibility which the followers also learn and, in that way, he can motivate he or she can motivate the subordinates to the best. Readiness is to delegate and authorize, effective leaders are having proficient quality for delegation. They are well aware of the fact that delegation will avoid overloading of responsibilities on the leaders.

They also recognize the fact that authorizing the subordinates to make decisions will motivate them a lot. But here we need to understand like to whom we are delegating what are the people willing to do. So, willing to take up the responsibilities are the people mature enough to take up these responsibilities. So, these we have already learned in the previous discussions on the Herschel Blanchard model of leadership.

Where we have seen how the style of leader is changing according to the development levels of the followers and their readiness to take off responsibility or willingness to do so. So, the leader must be definitely ready to delegate and authorize but before delegating an authorizing he should understand the readiness of the followers and the maturity level of the followers to accept that delegation.

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Leadership Traits/Qualities

Articulary
Strong leaders are articulate enough to communicate the vision(vision of where the organization should head) to the organizational members in terms that boost those members.

Constancy/ Reliability
Strategic leaders constantly convey their vision until it becomes a component of organizational culture. Ability to guide and train.

NPTEL

Articulation: Strong leaders are articulate enough to communicate the vision. So, vision regarding where the organization should be heading to the organizational members in terms that boost up those members. So, he should be he or she should be a good orator a good articulator who can express the views who can and who can actually paint a picture of the vision like a whole canvas the whole it should be a picture kind of like if you close your eyes, you can see a pictorial representation of what the leader is wanting to tell you about the vision of the organization and what they are leading to and like what are the roles of the organizational members in it.

So, if the leader is very good in communication in articulation. So, he can paint the picture with his words which are which was going to boost the members. And they can also visualize that vision along with the leader and become a part of it. Part of that journey they can see it and they can like visualize in front of them and try to understand it. Constancy and reliability. So, strategic leaders constantly convey their vision until it becomes a component of organizational culture.

They have also the ability to guide and train. So, you if you have a vision and if you want people to move with that vision. So, it is like it is a repeated exercise that we need to do in terms of like how we are communicating our vision to the people how we are making them understand how they feel their own meaningful place in that whole vision. So, it is not a onetime exercise that is a

constant exercise which needs to be done and it needs to be like it should be like there should be some consistency in what you are telling like today you are telling something about a vision tomorrow you come and tell a different thing about a different vision maybe then you lose your reliability.

So, if you have a proper vision and you picture the of that vision that you have that in front of you then it is very important like in how you repeatedly go on doing that exercise slowly try to communicate articulate your vision to others. Make them understand about the meaningfulness of it and slowly get adapted to it and like accept it from in their mindset. So, that is very important like the constancy and reliability.

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The slide features a title 'Leadership Skills' in an orange box. Below it, a yellow text box contains the text: 'We have learnt about some important qualities of leaders but the importance on the skills of leaders is increasing and attention is being given for identifying leader skills. There are many lists of such skills in the practitioner-oriented literature'. To the right is a 3D graphic of a line of grey human figures, with one red figure in the front, suggesting leadership. The slide also includes various icons like gears, a hard hat, and a molecular structure, and a small video inset of a woman in the bottom right corner. Logos for a university and NPTEL are at the bottom.

So, we have till now discussed about some of the leadership qualities. So, it is not only important that you are having or possessing certain qualities but it is also very important how you are using these qualities in when it comes to application. So, leadership skills are also very important parts of the discussion which like it is qualities and skills applied in proper like situations will help you to become a better leader.

So, in this section of this discussion now we are now going to discuss on the leadership skills. So, in the practitioner because we told like we have to apply those skills in certain situations. So, there are many such skills which are listed in the practitioner-oriented literature and we are going

to see some of those skills now.

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The slide is titled "Categories of Leadership Skills" in an orange header. Below the title, a yellow box contains a bulleted list of four categories of effective leadership skills. The categories are: Participative and human relations (with examples like supportive communication and team building), Competitiveness and control (with examples like assertiveness, power, and influence), Innovativeness and entrepreneurship (with examples like creative problem solving), and Maintaining order and rationality (with examples like managing time and rational decision making). The slide also features decorative icons of gears, a hard hat, and an atom, and a small video inset of a woman in the bottom right corner. Logos for IIT Bombay and NPTEL are visible at the bottom left.

- There are four categories of effective leadership skills:
- Participative and human relations (for example, supportive communication and team building)
- Competitiveness and control (for example, assertiveness, power, and influence)
- Innovativeness and entrepreneurship (for example, creative problem solving)
- Maintaining order and rationality (for example, managing time and rational decision making)

There are four categories of effective leadership skills like whenever we talk of like participativeness and human relations. For example, supportive communication and team building competitiveness and control for example assertiveness power and influence innovativeness and entrepreneurship, creative which is an example for creative problem solving and maintaining order and rationality.

So, how we manage time and rational decision-making example for creative like in the next lecture sessions that we will be having we will be discussing on the creative problem solving as one as an extension of the leadership skills. And also, one of the very, very important skills that needs to be nurtured amongst the team members if they really want to go for a solution which is creative in nature and like for better effectiveness of the group and individual group and organization.

So, after leadership we are going to discuss on creative problem, problem solving and creativity in the next series of lectures in much more details.

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Categories of Leadership Skills

Whetten and Cameron noted three more categories of effective leadership skills:

- Behavioural
- Personal
- Interpersonal

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Whetten and Cameron they noted three more categories of effective leadership like behavioural categories personal categories and interpersonal categories.

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Categories of Leadership Skills: Behavioural

Behavioural skills are not traits or, importantly, styles. They consist of an identifiable set of actions that leaders perform and that result in certain outcomes.

The slide features a 3D illustration of two white figures in business attire shaking hands over a table, each holding a briefcase. The background includes icons of gears, a hard hat, and a chemical flask.

Behavioural skills are not traits or importantly styles. They consist of an identifiable set of actions that leaders perform and that result in certain outcomes.

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Categories of Leadership Skills: Behavioural

- Verbal communication (including listening)
- Managing time and stress
- Managing individual decisions
- Recognizing, defining, and solving problems
- Motivating and influencing others
- Delegating
- Setting goals and articulating a vision
- Self-awareness
- Team building
- Managing conflict

So, some of these actions are like verbal communication managing time and stress, managing individual decisions recognizing defining and solving problems, motivating and influencing others, delegating setting goals and articulating a vision, self awareness, team building and managing conflict. So, the way that the leader does this behaviour like carries out these actions it has a definite impact on the followers. And how the followers react to it again has a feedback effect on the leader’s performance also.

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Categories of Leadership Skills : Personal

1. Developing Self Awareness
2. Managing Stress
3. Solving Problem Creatively

The personal leadership skills: The first is like developing self-awareness then managing stress and third is the problem solving creatively.

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Categories of Leadership Skills : Personal

- 1. Developing self awareness:**
 - Skill for developing values & priority,
 - Skill for identifying cognitive style,
 - Skill for assessing attitude for change
- 2. Managing stress:**
 - Skill to cope with stressors,
 - Skill to managing time,
 - Skill for delegating
- 3. Solving problem creatively:**
 - Skill using rational approach,
 - Skill for using the creative approach,
 - Skill to foster innovation in others

Now developing self-awareness what are the skills in it the skills for developing values and priority skills for identifying cognitive styles skills for assessing attitudes for change. In managing stress, the skills are to cope with stressors, to cope with managing time and the skills for delegating. In solving problems creatively, the skills used are for using rational approach skills for using the creative approach and the skills for fostering innovation in others.

So, these are some of the leadership skills at the personal level like I should know about myself that is the first set of skills then I should know how to manage stress and then when we have done that third is how to solve problems creatively.

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Categories of Leadership Skills: Interpersonal

- 1. Communicating supportively**
- 2. Gaining power and influence**
- 3. Motivating others**
- 4. Managing conflict**

The categories of leadership skills under interpersonal domain are communicating supportively gaining power and influence, motivating others and managing conflict.

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Categories of Leadership Skills: Interpersonal

1. Communicating supportively:

- Coaching,
- Counselling,
- Listening

2 Gaining power and influence:

- Gaining power,
- exercising influence,
- empowering others

Supportive communication is very important for the developing the followers for the enrichment of the followers. So, the leadership skills under communicating supportively are coaching counselling and listening properly. It is very important that the leader listens to the what the followers are trying to express through their how they are tell how they are telling or how they are expressing their ideas.

What the followers are really wanting to communicate to the leader. So, active listening is very important skill that the leader needs to develop. Gaining power and influence. So, gaining power and this power could be a position power could be reward power could be expert power. So, any source of power that you use or that you try to gain. So, because once you have that power then you will be able to like exercise your influence on the followers.

So, after you gain power for yourself the source that how you want to get your power is defined by again the personal values of the leader the vision of his or her life her philosophy of life his or her philosophy of life. So, it is how to gain power and because after gaining that power again the leader will be able to exercise influence on others and then of course the third is like empowering others. So, like the sharing with the powers with the others. So, that they can also like develop

themselves into the leadership qualities.

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The slide is titled "Categories of Leadership Skills: Interpersonal". It is divided into two main sections. The first section, "3. Motivating others:", is highlighted in green and lists three bullet points: "Diagnosing poor performance," "Creating motivating environment," and "Rewarding accomplishment,". The second section, "4. Managing conflict:", is highlighted in orange and lists three bullet points: "Identifying causes," "Selecting appropriate strategy," and "Resolving confrontation". The slide also features a small inset video of a woman in the bottom right corner and the NPTEL logo in the bottom left corner.

Another important quality or the skills of excited cartoon right to another important leadership skills at the interpersonal level are of course motivating others. Now what are the skills required for motivating others is diagnosing poor performance, creating a motivating environment and rewarding accomplishment. These three set of skills the leader needs to develop if they want to motivate others.

Another important interpersonal skill is of course managing conflict. Now how do we manage conflict? First skill that we need to have been to identify the causes selecting the appropriate strategy and resolving any confrontation. So, these are the three skill sets required in order to manage conflict properly.

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Some Other Important Leadership Skills

Besides the skills discussed in the personal and interpersonal perspective, Whetten and Cameron have suggested to recognize some skills at organizational level. Such as –

- ❖ Leadership skills and career development:
 - Skills for recruitment
 - Skills for staff training
 - Skills for monitoring and evaluation
 - Skills for performance assessment
- ❖ Organization and persuasiveness
- ❖ Diplomacy and tactfulness

Besides these skills as discussed in the personal and interpersonal perspective. Whetten And Cameron have suggested to recognize some schemes at the organizational level. Such skills are like the leadership skills for and career development. So, if it is the skill for recruitment skills for staff training skills for monitoring and evaluation and skills for performance assessment. So, if leader has well developed skills in selecting the person recruiting the person, training the person properly by understanding the need of the organization and balancing it with the need of the individuals.

So, if they have the skill to monitor somebody properly, coach somebody properly, handhold the person and then evaluate for the feedback like where has been the performance gap and have the skills for performance assessment then it will help in the career development of the followers as well as the leader himself or herself. So, another is important skill required is at the organizational level is the skill of persuasiveness and like how to make organize how to coordinate these are the important skills required.

And of course, diplomacy and tactfulness these are required in situations which are uncertain and risky and maybe which is not like totally under the control of the leader or in some somewhere the situation is not favourable to the leader. So, in those kinds of situations the skills of being diplomacy and tactfulness helps the leader to work deal effectively with the situation.

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Some Other Important Leadership Skills

Bhattacharya, D.K. has classified skills required for leadership in three different categories which are as follows –

- ❖ **Human Skills:**
A leader has to successfully resolve people-oriented issues rather than job-related issues. Understanding human behaviour, need, sentiment, emotions and motivation with regard to particular situation.
- ❖ **Conceptual Skills:**
Skills for understanding of the organization, the competitors, financial status and the most important functional aspects.

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D. K. Bhattacharya has classified skills required for leadership under three different categories like human skills. So, under human skills, so, people have to resolve people-oriented issues rather than job related issues. Understanding human behaviour needs sentiment emotions and motivations with regard to a particular situation. Similarly, there are conceptual skills like the screens for understanding of the organization who are the competitor’s financial status and most important functional aspects of the organization. So, these are the conceptual skills.

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Some Other Important Leadership Skills

Bhattacharya, D.K. has classified skills required for leadership as follows –

- ❖ **Technical Skills**
Technical skill involves specialized knowledge, analytical skill, and competence for doing a job. Also, principles, procedures, and operations of a job may be part of his/her technical skill.
- ❖ **Personal Skills**
Personal skills like intelligence, emotional maturity, personal motivation, integrity, and flexibility of mind are important.

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And also, there are technical skills like technique it involves specialized knowledge analytical skill and competence for doing the job. Also, principles procedures and operations of a job may be a part of his or her technical skill. Personal skills like intelligence emotional maturity personal

motivation integrity and flexibility of mind are very important. So, whenever we are talking of the technical skills or the cognitive skills.

Or the conceptual skills and the human skills based on the level of the organization the leader is in like whether is the junior level mid level or the higher level the combinations of these skills to extend what it is required into as a defining characteristic or the competencies of a leader to come to that level it may vary. So, but what is required for every leader definitely others personal skills which is irrespective of whichever level of the organization that you are functioning in.

Personal skills like intelligence, emotional, maturity, personal, motivation, integrity and flexibility of mind are important skills that the leader needs to develop within oneself whichever position or whichever layer and whatever responsibility the person is working in.

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So, these are the references that we have used for developing this part of the lecture session you can refer to them in details. If you want to know more about these qualities and skills that we have discussed over here. You can refer back to our lecture sessions also that we have had in principles of management where we discussed in details on leadership skills and qualities.

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CONCLUSION

This part of lecture session has given clear picture on the qualities, skills and techniques of leadership which may enhance the level of thinking and perception of learners on all these aspects of leadership development.

Next part of the lecture we will focus on leadership and management. Enjoy learning. Thank you all

The slide features a dark blue header with the word 'CONCLUSION' in orange. Below the header is a large yellow rectangular box containing two paragraphs of black text. To the right of the text box is a small video inset showing a woman with glasses and a yellow top. At the bottom left of the slide, there are two circular logos: one for a university and one for NPTEL.

So, we can conclude that this part of the lecture session has given a clear picture on the quality skills and techniques of leadership which may enhance the level of thinking and perception of learners and on all these aspects of leadership development. In the next part of the lecture, we will focus on leadership and management enjoy learning thank you till then.