

Organisational Behaviour
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Lecture – 47
Power and Leadership Part 5

Warm welcome to this lecture series on Organizational Behaviour, we are in this chapter on Power and Leadership.



OVERVIEW

- Defining Power
- Sources of power
- Empowerment
- Organizational Politics
- Leadership
- Leader Vs Manager
- Approaches to Leadership
- Managerial Grid
- Leadership Theories
- Contemporary Issues



POWER

- Ability to influence others.
- The capacity to change the behaviour or attitudes of others in a desired manner.



I will quickly summarize what happened in the previous lectures; we defined what is power.



SOURCES OF POWER

- Legitimate: based on formal position.
- Coercive: capacity to administer punishment to others.
- Reward: capacity to administer reward to others.
- Expert: based on skills and abilities.
- Referent: the degree to which one is liked and admired by others.



We looked at different sources of power; we also looked at the advantages of empowerment in organizations.



EMPOWERMENT

- Power as a cooperative concept
- Benefits of empowerment



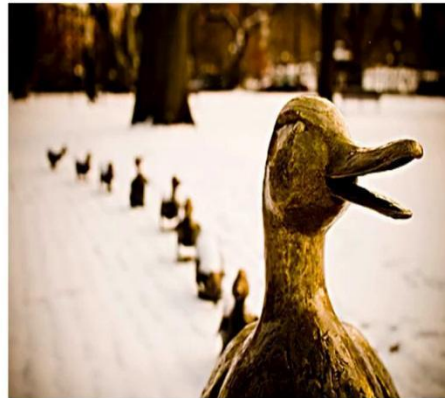
ORGANIZATIONAL POLITICS

- Unauthorized usage of power to enhance or protect self-interest.
- Forms of political behaviour:
 - Manipulating information flow
 - Impression management
 - Building coalitions
 - Blaming
 - Creating and using reciprocity



We also discussed about organizational politics, which is a negative effect of power inequality in organizations. So, power inequality in organizations can lead to power politics, which can have many undesirable consequences for the organization.

LEADERSHIP



We also looked at a very important concept called leadership; we defined leadership.



DEFINITION

- The ability to persuade others to seek defined objectives enthusiastically.
- The process of influencing a group toward the achievement of goals.



And we understood that leadership and power are very closely connected to each other; for leader to have an influence on these followers, he or she should have some source of power.



MANAGERS AND LEADERS

Managers

- Administer and copy
- Maintain
- Focus on systems & structure
- Rely on control
- Short-range view - bottom line
- Ask how and when
- Accept the status quo
- Classic good soldier
- Do things right



Leaders

- Innovation and originality
- Develop
- Focus on people
- Inspire trust
- Long-range view - the horizon
- Ask what and why
- Challenge the status quo
- Own person
- Do the right things



We also looked at the difference between managers and leaders. So, the major difference here is leadership or being a leader is a choice, which is a role and being a manager is the title given to a person. So, it is a designation.



THE NATURE OF LEADERSHIP

- Leadership involves non-coercive influence.
- Leadership influence is goal oriented.
- Leadership requires followers.



We also looked at the importance of non-coercive influence in leadership. In other words, when leaders use non coercive influence; they are more effective and they are more influential.

THE TRAIT APPROACH TO LEADERSHIP



- The great person theory
- Characteristics of a great leader
 - Leadership motivation
 - Flexibility
 - Focus on morality
 - High energy level
 - Self-confidence
 - Role specific knowledge
 - Multiple domains of intelligence



We also looked at two different approaches to leadership; the first approach was the trait approach to leadership, which looks at or the way trait approach understands leadership is if you, if someone has to be a leader, he or she needs to have certain qualities. So, only when these qualities are present, the person can be a good leader.



BEHAVIOURAL APPROACHES

- Explaining what leaders do
- Leadership styles
 - Autocratic
 - Democratic
 - laissez-faire



Behavioural approach is also known as style approach, where each individual exhibit different styles of leadership. So, depending on the context; if the style fits into that context, the person can be effective as a leader.



TYPES OF LEADERSHIP STYLE

- **Democratic:**
 - Encourages decision making from different perspectives.
 - **Consultative:** process of consultation before decisions are taken
 - **Persuasive:** Leader takes decision and seeks to persuade others that the decision is correct



We also looked at each of these leadership styles in detail; we discussed about their advantages, disadvantages, in which context they will be more effective and things like that.

MANAGERIAL GRID

Figure 1: The Blake Mouton Grid



So, finally in the last lecture, we spoke about this managerial grid. So, managerial grid is a tool used, or proposed by Blake and Mouton on evaluating managers on their leadership style. So, primarily here two axes were used; concern for the production or task and concern for the people.

Depending on the level of concern for production and concern for people; a manager can be classified into five different types of, classified in any of those five different types of managerial styles. In fact, people can fall anywhere in between the grid also. So, based on the context; one has to nurture the qualities, so that they fit into that particular situation.

CONTINGENCY THEORIES

- Fiedler's Model
 - Task structure, leader member relations, positional power
- Hersey and Blanchard's situational leadership theory
 - Telling, selling, participating and delegating
- Path-goal theory: subordinates will be motivated by a leader only to the extent they perceive him/her as helping them to attain their goals.



So, this is where we stopped in the previous lecture, we are going to look at some of the theories on leadership; especially theories which are called as contingency theories. So, the idea behind contingency theories are, there is nothing like a good leader or a bad leader. So, everybody is a leader; but depending on the situation, one needs to change his or her style of leadership.

So, if you want to be a good leader, you need to understand certain things about your environment. When I say environment, the organization environment; organization environment involves understanding your subordinates, understanding the situation which is there in the organization, the organizational climate, the problem in hand. So, you need to consider all these factors if you are a good leader and then choose a better leadership style which will suit the combination of these conditions. So, this is the basis of contingency theories.

So, contingency theories places importance on the environment. So, the earlier theories behavioural approach and trait approach places importance on the leader. But here the importance is given on the environmental condition; the context in which the leadership, the need for leadership arises. So, there are three theories in contingency theories; the first theory is called Fiedler's model. In Fiedler's model, Fiedler proposes there are three factors the leader should take into consideration, before choosing a specific style of leadership.

The first factor is task structure. So, task structure means, how clearly the task at hand is defined. So, if the team is assigned to a task and there is a leader. And if the task is like clearly defined, you know everything is like specifically mentioned; there are process documents which mentioned how it has to be done, when it has to be done and what are the milestones and everything is like clearly defined. So, that is task structure.

Task structure can be very clear; task structure can be ambiguous. So, some situations the broad goals are given and no specific details about how to do, when to do, what are the yardsticks nothing is specified. So, it becomes the responsibility of the team to arrive at these specific details. So, that is where task structure is considered to be very vague.

Task structure is considered to be very clear, like I mentioned earlier; if all these details are specifically mentioned and clearly mentioned. Leader member post relationship means, the trust

between leader and the team member. So, the trust between leader and the team member can be very high or it can be very low.

So, when the trust between the leader and the members are very high; the member that leader can choose either democratic style or a laissez faire style or a autocratic style, it depends on the task structure and also positional power.

So, positional power means, how much formal power the leader has. In other words, to what extent the leader can assert his or her power without being questioned by the subordinates. So, in some organizations, the leaders are given complete power to make the decision and do whatever they want in terms of the subordinate; they can fire the subordinates, they can you know they have very high levels of power, where they can decide whatever they want. So, these are the three factors. So, let us say task structure is clearly defined and the team member and the leader, the trust between them is very high. So, leader can adopt either autocratic style or democratic style.

Again depending on power, let us say the power is very high; the leader can use a autocratic style. So, because everything is clearly written down, members also do not feel bad if you tell them this is what you have to do; just you can use autocratic style or other extreme laissez faire style. So, everything is a clearly defined, leader member relationship is very good. So, the leader can say; you know you can do the task; I do not need to intervene.

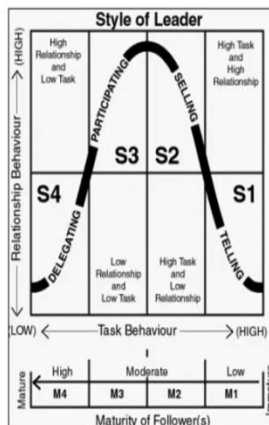
And positional power is very high, task is not clearly defined, leader member relationship is very good; so the leader can use an authoritative style. So, again the combination and the level in which these factors are found, decides which style a leader should use. So, the other contingency theory is Hersey and Blanchard's situational leadership theory, which says there are four styles leaders can adopt; telling, selling, participating, and delegating. So, well look at it in the next slide.

The third approach or the third theory talks about path goal theory. So, subordinates will be motivated by the leader, only when they perceive that the reader will help them to fulfil their goal or help them to reach the place where they want to. In other words, the role of the leader is to convince the subordinate that; I will take you to the place where you want to go or I will take you to the place where it is better for you.

So, leadership is always seen as taking people from one place to another; one you know place in terms of a situation to another situation, one state to another state, state in the sense position. So, when the leader can convince the subordinates that, I can take you to a better place from here.

So, right now you are in poverty; I will help you become prosperous. Right now you know there are problems, I will take you to a place or a situation where there are very few problems. So, this is where the leader plays a role. So, if a leader can convince the subordinates I can do it; then the subordinates will be motivated to follow the leader and the leader can be successful.

HERSEY AND BLANCHARD'S SITUATIONAL LEADERSHIP THEORY



So I was talking to you about the Hersey Blanchard's situational leadership theory, there are four styles. So, delegating means, letting the subordinates do or letting the subordinates or empowering the subordinates to fulfil their task on their own. So, the leader will not intervene; the leader will empower the subordinates and let them do what they want to do, ok. So, that is delegation; complete trust and letting people act upon their own will.

The second style is participating; participating means, the leader sits or participates in the decision making. The leader is also there, he or she concerns to the group members, takes decision collectively; under leader becomes a kind of coordinator, ok. So, that is participating style. Selling style is the leader makes the decision. The leader decides what has to be done and tries to convince the subordinate; tries to make the subordinates understand the importance of that decision, the

efficacy of the decision and make them follow the decisions. Selling is kind of persuading the followers.

The last style is telling, telling is like authoritative style; just tell the subordinates you have to do it, there are no other options that is kind of authoritative style. So, these are the four style. And so, which style a leader should adopt depends on three important factors. How clearly the task is defined or how well the task is structured; to how well the relationship between the leader and the subordinates exist, or what is the level of positive relationship between the leader and the subordinate, third the level of maturity of the followers.

So, here in S1, where the task is not clearly defined, relationship is also not very good; but the subordinates are not that matured, then the leader has to tell, he or she used, he or she should use authoritative style, ok. On the other hand, task was not clearly defined, relationship is not is also not very clearly established; but the members are very matured, the leader can follow delegating style, which is S4. Somewhere in between S3 and S2, where task is also important, task is also clearly defined, relationship is also good.

You have to either choose participating or selling, both are democratic style; participating is you sit with them, consult with them, arrive at a decision. Selling means, you make the decision, but convince your subordinates ok; it depends on the maturity level of the followers. So, if the majority of the followers are slightly better, then you can participate; if the maturity level is slightly lower, which is M2.

Maturity level is not that much, but not very low also; then you have to use selling methods, selling is persuading them. So, you make the decision, but try to convince them. But in M 3, moderate level which is slightly above M 2; but lesser than M 4, maturity is slightly low than M 4, then you have to participate. Because you know you cannot, you know just tell them what they have to do; because these people are matured people, you need to you know sit with them and decide with them. So, depending on the situation, you need to decide what style one needs, the leader has to follow.



LEADERSHIP THEORIES

- Other theories
 - Charismatic leadership
 - Servant leadership



So, there are other theories of leadership; there are theories which talked about the charismatic leadership. Charismatic leadership means, there are some people who have this charisma; charisma means, that you know kind of a halo effect. They have, they can attract people very easily; the way they talk, the way they look, the way they conduct themselves. So, these kind of leaders have huge fan following.

People may not even know why these people have so many, so many followers; but people follow them. So, one reason why charismatic leaders are very popular; because they have seen as someone who has extraordinary capabilities or the followers trust them so much that, they are willing to forego their comfort or even their lives.

So, charismatic leaders can be very good or sometimes they can be very dangerous also. So, if you know they can create a fan followership, which can blindly follow them. So, if the leader is bad or if the leaders objectives are bad, it can be a dangerous phenomenon. On the other hand, if the leader is good; if the followers are you know blindly following the leader and the leader has a charisma, it is good, you know the leader can have so much power that, he or she can make wonders. So, this is charismatic leadership.

So, charismatic leaders to some extent a consider like demigods, you know they were by the followers. So, the followers think that, these leaders are like you know some incarnation of some god or something like that. So, the second kind of leadership is servant leadership, which is also

called as followed leadership. So, servant leadership is by ascertain. So, usually we think leaders are the ones who have high levels of power and they among the group, they are the ones who have high levels of power in terms of any source of power.

But in servant leadership, the leader establishes himself or herself as the lowest of the lowest in the group. The leader convinces the followers that, I am your servant; I am here to serve you, you know I am I will forego all my pleasures to serve you. I am the lowest of the lowest and I you know for me your welfare is more important.

So, by convincing or by doing that, the followers will feel the leader is sacrificing so much for me; so I need to make this person you know, I have to celebrate this person. So, people like you know Mother Teresa, you know they are like lower; they identified themselves as poorest of the poorest.

Even Mahatma Gandhi, he lived a very simple life; he never you know look or had any symbols of leadership. So, you know he lived the life of a poorest person; but by doing that, people followed that person, because they believe this person is sacrificing so much for us. So, that is servant leadership.

So, both charismatic leadership, servant leadership both exist. So, some leaders are like demigods; some leaders are like, you know they are the poorest of the poorest. So, leadership is a very complicated phenomenon.

CONTEMPORARY ISSUES

- Can leadership be taught?
- Do we need leaders or leadership?



There are some contemporary issues which has to be discussed. Can leadership be taught? You know because many of these qualities of leadership, leaders, good leaders are values; like you know being honours, being hard working. I do not know whether we can teach those values.

So, you can have intellectual abilities, you can have motivation; but if the value system of the leader is not good, they cannot be effective. Even things like motivation we cannot taught people to be motivated, ok. Or even you know the urge to become a leader; it is very difficult to in buy those qualities. So, can leadership be taught or people acquire leadership qualities through experience?

So, you cannot teach leadership; but you can create an environment, where people identify or people discover their own leadership qualities. So, one way of understanding leadership is, you cannot train people to become leaders; you can create an environment, where they can reflect upon their positives and negatives, they can build that you know confidence and trust within themselves, they can understand their value system and then become leaders. So, this is one way of understanding leadership development.

The second important question is; do we need leaders or leadership? The question may sound a little confusing; but it is a very important question. When you say leaders; do we need people in an organization who can lead or do you need an environment where anybody can become at any can become leader at any point and lead?

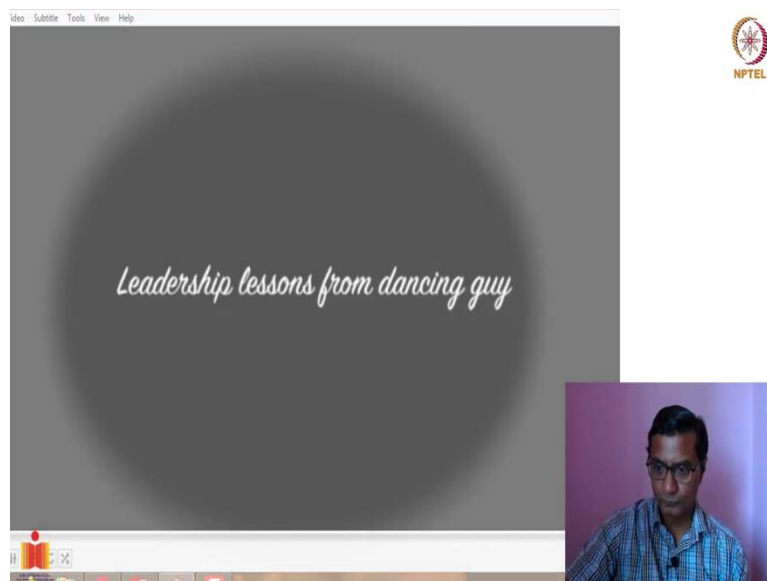
The first situation is, there are only few people who can lead the organization, which is having leaders, key people. The next situation which is leadership; having leadership climate is the organization is a place where which is so conducive, depending on the situation anybody can become a leader. And others will not feel insecure. So, a many times why we do not have a leadership climate, where anybody can become leader at any point is people are jealous. You know there is power in equality; people feel if others become leader, then I will lose my control.

So, there are some leaders who do not like to create successes in the organization or they do not want to empower people; because they feel they will lose their power, if others become leader. So, on the other hand, if I would discussed about it earlier; it can be dangerous for the organization.

Because if there are only few leaders, if they leave the organization, if something happens to those leaders; the organization will suffer. So, the best thing is having a climate in the organization; having an environment in the organization, where people trust each other, people acknowledge each other's power and they nurture each other's you know good qualities. So, whenever situation arises, the suitable person is send to the leadership position; suitable person is made to become a leader. So, those kind of organizations are very successful; because they, they do not have dearth of leadership.

So, they, they will not suffer if one person leaves; because anybody can take ownership and take control and lead the organization, ok. So, this is a very important question; because organizations instead of nurturing leaders, they need to nurture, they need to create an environment in the organization where anybody can become leader at any given point in time depending on the need.

I will stop here, before we finish this chapter; I want to show you a video which is a very important you know video, which talks about followership. In fact, till now we have been talking about leadership; but we also should acknowledge the importance of followership. So, I will show you a video which talks about that; it is a very interesting video, just enjoy that video.





If you have learned a lot about leadership and making a movement; then let us watch a movement happen, start to finish in under three minutes and dissect some lessons. First of course, a leader needs the guts to stand alone and look ridiculous; but what he is doing is so simple, it is almost instructional. This is key, you must be easy to follow.

Now, here comes the first follower with a crucial role; he publicly shows everyone else how to follow. Notice how the leader embraces him as an equal. So, it is not about the leader anymore; it is about them, put it on. Notice how he is calling to his friends to join in; it takes guts to be a first follower, he stands out, you have to be brave to ridicule yourself.

Being a first follower is an underappreciated form of leadership. The first follower transforms alone nut into a leader. If the leader is the flint; the first follower is the spark that really makes the fire. Now, here is the second follower; this is a turning point, it is proof the first has done well. Now, it is not alone nut and it is not two nuts; three is a crowd and the crowd is news.

A movement must be public; make sure outsiders see more than just the leader. Everyone needs to see the followers; because new followers emulate followers, not the leader. Now, here come two more people, then three more immediately.

Now, we have got momentum; this is the tipping point and now we have a movement. As more people jump in, it is no longer risky; if they were on the fence before, there is no reason not to join

in now. They would not stand out, they would not be ridiculed; and they will be part of the in crowd if they hurry.

And over the next minute, you will see the rest who prefer to stay part of the crowd; because eventually they will be ridiculed for not joining, and ladies and gentlemen that is somehow a movement is made. So, let us recap what we have learned. If you are a version of the shirtless dancing guy all alone; remember the importance of nurturing your first few followers as equals, making everything clearly about the movement, not you.

Be public, be easy to follow; but the biggest lesson here did you catch it, leadership is over glorified. Yes it started with the shirtless guy and he will get all the credit; but you saw what really happened, it was the first follower the transformed alone nut into a leader. There is no movement without the first follower.

So, we were told to be all need to be leaders; but that would be really ineffective. The best way to make a movement if you really care is to courageously follow and show others how to follow. When you find alone nut doing something great, have the guts to be the first person to stand up and join in.