

**Leadership**  
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**Lecture - 05**

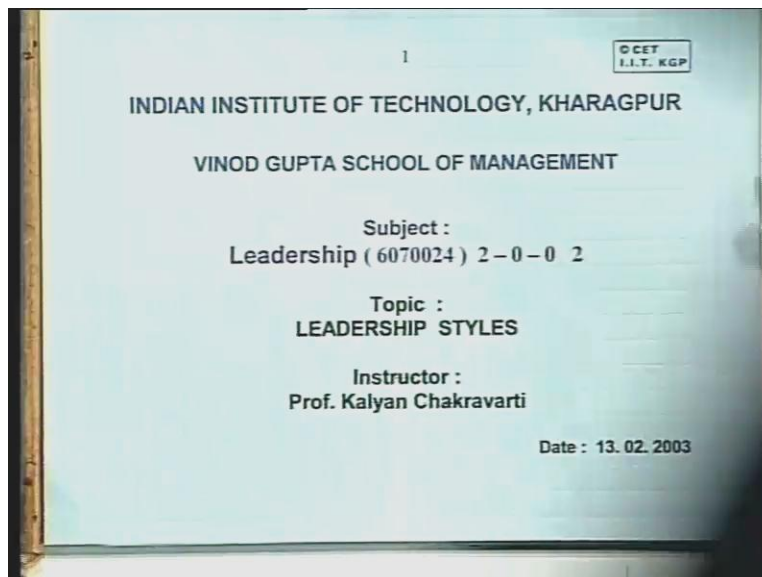
**Leadership Styles: Adaptation - Studies / Case: "From Sindhi to Siddhi" (Part - I)**

All right can someone tell me a short recap of what we covered in a last class? Let us starts with someone right at the back there here the privilege, what did we discuss in the last class, were you present

Student: Yes.

Okay, tell me do you remember, what did we cover give me a feedback while I am teaching how much of you guys learning, give me that feedback.

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Student: Sir, what is the different between the leader and manager.

Leader and a manager.

Student: We were discussing some qualities.

Some roles yeah leadership roles okay.

Student: Some of the situations where the leader emerges

Okay good.

Student: Then we also talked.

Good.

Student: Also discuss, what are the basic components?

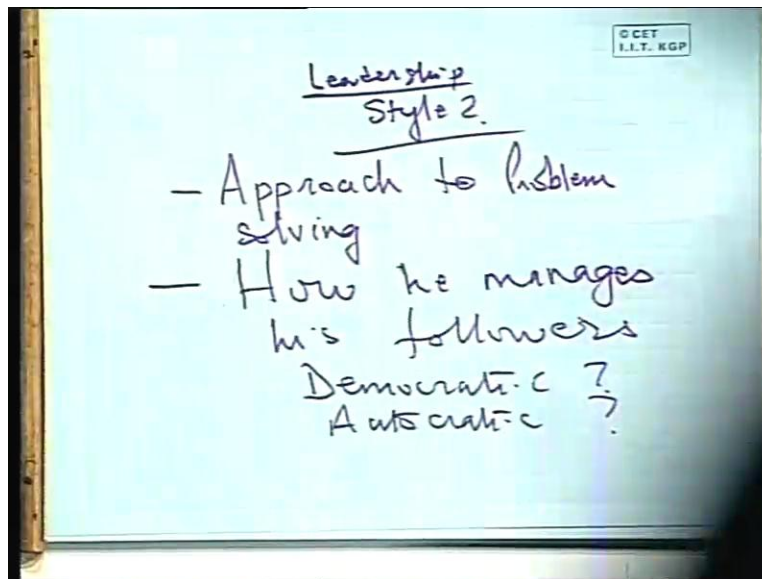
Basic component, good okay. So today we have a case discussion but as you just said before the case discussion all right we will have a little bit of discussion on management and leadership in particular styles, styles leadership styles okay. We talked of roles now we talk of style, what is the meaning of leadership style; it means fashion or what you understand by leadership style, it is a very vague word.

Student: What are the set of parameters he is defining then how he is approaching the problems and what is this whether it is for example or he just gives guidelines and I have just monitors them whether he actually involve.

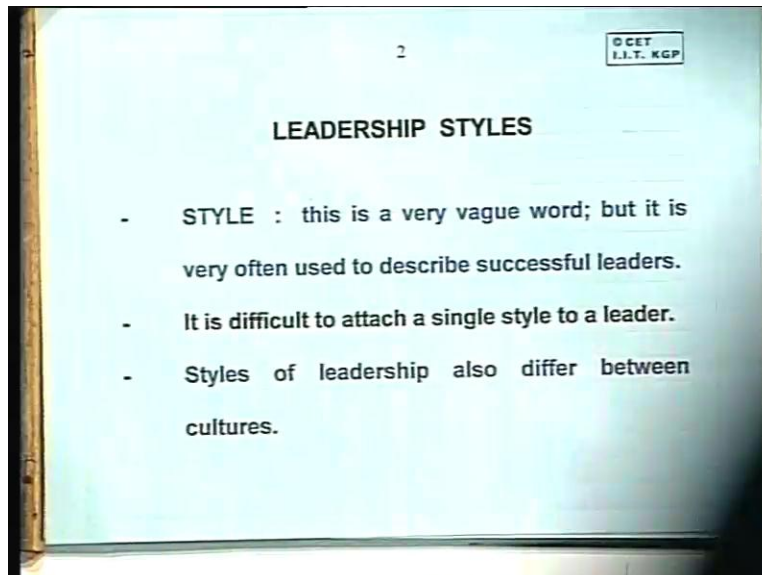
So how about you how about you try define the style I know is very vague leadership style what is style? The way he dresses and his physical the way he talks personality is that what, what you mean by style?

Student: Sir package, approach to a problem for is situation.

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Approach to a problem that is way of putting a finger on what a style of the leader, so approach to problem solving right approach to problem everyone agrees with it or any objections on this we are discussing gentleman what is leadership style before you come to the case we have a case on leadership which we will discuss but before that style, I just showed on slide your saying style

is a very vague word but it is often used to describe successful leaders Bill Gates, Deeru Bai Ambani okay. It is difficult to attach a single style to a leader styles of leadership also differ between cultures these are the statements we have shown.

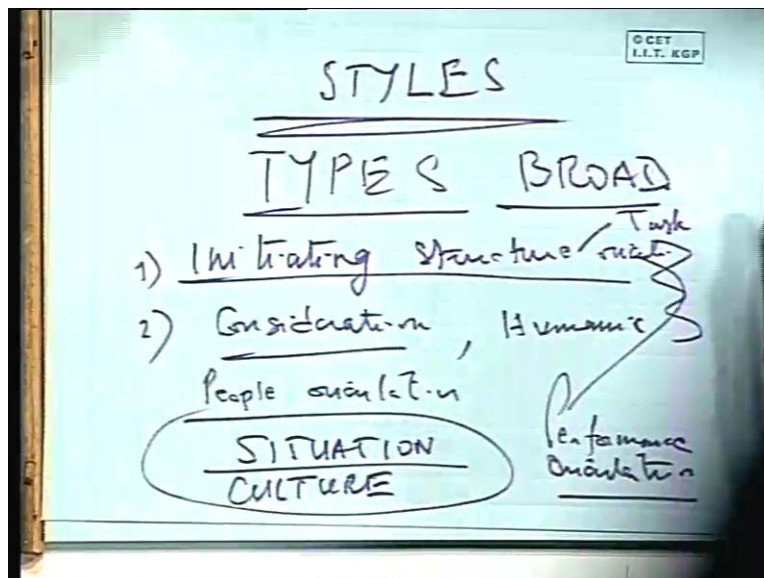
Now we are trying say little more in depth what do we understand by style, So what Devash has suggested is approach to problem solving this is one of the component by which we can put a finger on what is the style of a leader anything else Polash I know you are still not settle down but let me through a question at you how would you.

Student: Sir it is how he manages with his subordinates whether he has democratic way managing or leader.

How he manages, manages whom.

Student: Followers.

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Followers, everyone agrees with that he says something about democratic whether democratic or autocratic, autocratic etcetera okay now when you said this I want to add something and that is all these styles which you talk about and all the studies and they have been several studies this is one area where lot of research studies have gone on leadership. Now there are some studies on followership all the studies have reveal one thing all right and that is that there are two broad types of styles, two broad types, types which are very broad there are leaders or managers I use them synonymously now for the sake of this discussion because we have basically talking about business leaders you know in the business setting.

There are two broad types which is very broad and what are those can you tell me we have seen various studies the history you know, you have seen the Ohio studies before that Iowa studies, the Michigan state studies and so on and you know the contingency model Fiedler's contingency but what is coming out again and again very two broad areas pertaining to style.

Student: Sir, he has mentioned initiating structure and consideration.

Initiating structure one study shows initiating it is a involved term that you have chosen but what does it mean, excuse me initiating structure this is one.

Student: And consideration.

Right consideration, consideration is these are the two broad would you agree with it you can call this as let us say humanistic all right humanistic, you can call it people orientation more or less same but it fits in the broad framework here you can call it as task orientation okay or you can call it as performance orientation etcetera therefore all these studies have brought out two features and as I said here in this slide, styles of leadership also differ in culture okay, this is one difference but again even across cultures this broad difference between the approach of a leader or a manager to manage initially generally remains the same there may be difference in degree but it remains the same generally okay and it is difficult to attach a single style to a leader.

So what happens is the styles also varies with the situation what is to known as contingency okay. So it varies with situation varies with culture but by enlarge it remains either a people kind of orientation when you manage all right. I will not use the word either I will say it is a combination because it is situational specific and also apart from the situation in the same situation also the leader may have to use a combination a judicious, combination of both people oriented kind or management and task oriented kind of management and that I think is common sense would you agree is not it common sense if you do.

Student: Initiating structure.

Initiating structure would someone like say it is complicated word used for a simple meaning.

Student: Sir, the structure of relationship between the leader and the followers is defined.

And what is the other one.

Student: Consideration.

Consideration, so initiating structure means you are basically concern with initiating and getting task them, they use the complicated word but essentially means that a orientation between or orientation focused move on getting the job done. Now let us say in case of teaching you know if you if you consider let us say conceptual analogy where in the classroom setting the instructor is the leader and the students are follower.

Now if you admit that concept then each instructor also would basically why he plays the leadership role all right he will fall into that category there will be some who I they say who do more concerned with getting the course covered, all the topics covered getting the assignments in place giving the marks and they would be a few I guess who would be more concern to see that he gives the lecture but is the learning process going on.

So that type may encourage people to come after the class is over meet him, he may have a free give free access to his students and what is his why is he doing it because he is falling into the category of more people orientation because he feels the task is important okay. Now the problem comes in a company when you have skewed the approach a management style, you have some approach where there is minimal people orientation on a scale whatever it design and there is a minimum minimal task orientation what happens then there is a total okay or lack, lack of any leadership and it is not very uncommon mind you means the system kind of runs on its own there is no leadership okay.

There is a impoverishment has as some these studies impoverishment there is no leader and the other one is it equally bad if you are very high task orientation style of a leader and also equally high people orientation is it possible or is it a contradiction in terms what do you feel, can you practice it yourself high people orientation and high task orientation.

Student: Sir it can be possible you have to motivate your.

He says it is possible.

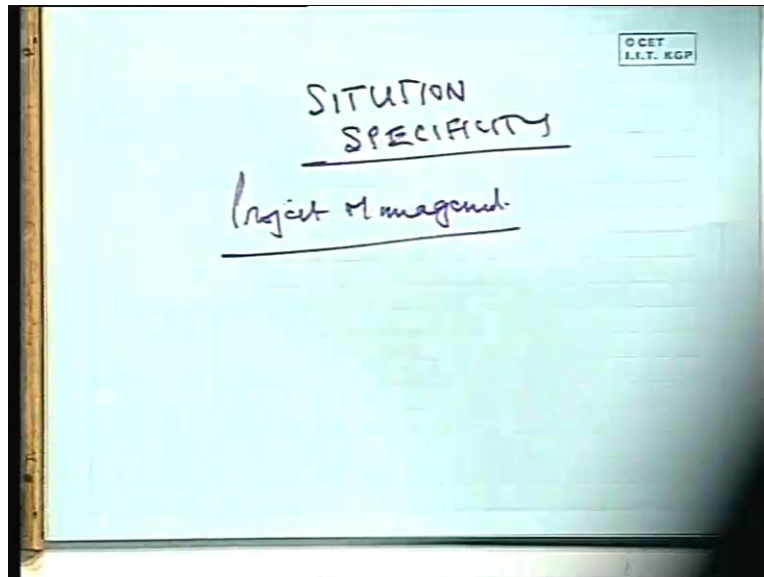
Student: No sir, not possible.

Devas is in deep thought tell me is it possible because remember each of us will have to practice some kind of style when your people reporting to you, is not it.

Student: Formality is situation specific I mean for example in the case of Anna Hazare that he has given people see the same person who could be people oriented at times and task oriented at other times.

He says that situation specificity is very important for style. Yes, tell me.

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Student: If he think of a case of a about project in terms of project management .Yes, like there is a task given to you and you have to finish that in a particular time period. So you have to follows up what initiative there is structure that and you have a deadline and the job has to be done. So you cannot think of a mix of both styles you have to go for the consideration.

Yes or no, I do not agree fully with you because the job has to be done we know there is no but the style which you adopt is how to you are going to get the job and are you going to get the job done by being very much task oriented or I am going to be a kind of motivational leader and say guy we got this project okay. It is so important for us to get this project done on time right I want each of you to give a learning hands, let us sit together as often as you want and as long as you want does not matter and let each of us not think that each has only one specific compartment like task, let us try and help each other.

So that in a focus on getting the project done in time. Now all this what I am saying what does it showed the style you are approaching or adapting is more humanistic or people oriented style or task oriented.



Student: Sir both.

Both.

Student: You sir, sir you are motivating your workforce.

We are trying to motivate, what is the alternative approach? I call people as a gentlemen I am very disappointed at the way this project is going. We have this bar chart here these are the activities we should have been completed by today we are sitting on twelfth of February and you see we have been lagging here, who is responsible for this yes, Mister Polash what is your excuse I want this done quick, what is the new target which you give me Polash gives the target tell me what is your target and I do not want to you to slip on this target, I employed threat why not because I dislike Polash but because I am task oriented my passion is task to be extend of shifting the people orientation in the background, I may not even know that Polash was sick for two days, I do not ask also. The same thing how do you do it if you are a people oriented tell me how do you what how what you tell Polash you are people oriented style.

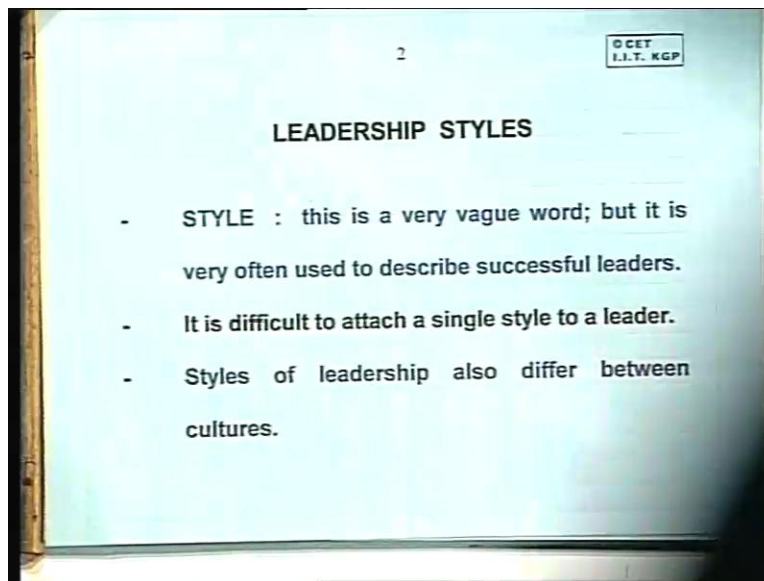
Student: How could I ask in body is a reason gain.

How I want you to ask you better practice all this, how do you ask ha you say Polash, what is happened normally you always have been doing things on time, what is the problem tell me, can I help you and Polash says sir, actually I was sick you know three four days I have that is have you seen a doctor no sir no, that is not good, you go and see a doctor today do not come tomorrow and take a day a off if you are not and so on, what am I doing, I am in investing in Polash doing better a job having a more commitment tomorrow the day after and year after is not it.

So one of the ways of people do is role play, now here is a subject where role play you know in human behavior can drive a point but say on the other hand Polash take the advantage of it okay then what happens? So the situation changes right and then you have to employee other means so we come back to this. It is difficult to attach a single style to a leader, Francis tell me you are

looking doubtful or is it that my interpretation of your physiognomy I always feel your little skeptical, little doubtful or do others feel the same way Francis is cool always, offer a comment let us say Francis first when leaders have very peculiar with define them is not what do you think what is your interpretation of your own style.

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You will very a job you know and many has got jobs now you will have six months training then a title is given to you print the card you feel very thrill assistant manager or manager it is a terrific thrill but with it come a responsibility, you immediately find you have got 5 or 6 guys there you know one clerk, he is old he is about 57 years old loose grouchy, you have to manage him. We have a very scared you know okay who is one year senior to you but did something wrong so he did not get promoted.

So he has a lot of he have to handle all that his attitude is all right let us see here is youngster come one year younger let us see how is going to manage this department and so on. So what is what style will you improve what you think you are good at, yeah.

Student: Sir, there is a there are two styles which are fix some person might have a different style of organizing things but he is in organization and a preserve particular style or a different style of organization, it is generally how the person or manager or leader switching between both the roles when its task which is totally under him he might go ahead and say a task oriented way or.

Okay what will say I like you say a switching it let us summarize it switching okay, what does it mean changing from one to the other, switching styles all right that means he has to exhibit versatility is it, versatility is very valued in management because then you can do a large number of jobs equally well. So versatility is a very prized attribute for managers when you rate people under you say he has versatility. So again I think is coming out again and again that there are two or three things one is the people orientation which one broad kind of kind of style the other is task or performance orientation which is the other broad and in between it is not compartmentalized in managing or in leading a group you have to have a happy blend of a the both these kind of styles and many huge in between new answers okay.

Student: Just like to it depends upon the type of sir if it is a knowledge oriented graph for example.

Right.

Student: You minimum amount of supervision is needed but if you are working in the factory for example in the style of leadership of necessity has to be defined.

Right.

Student: No sir, I differ on these points.

He differ I was going to differ but I said let us hold some of them whose is smarter than me he differ first.

Student: Sir.

Get me leaders, what he said?

Student: Yes sir.

He says in the factory because more supervision.

Student: I means I was just given an example.

I got it but now you are shown let us discuss let us discuss.

Student: Sir, the same kind of but two different persons they are employ different kind of styles and they will perform well. So it is not a the kind of a dependent it is dependent upon the how they handle the situation and what are their orientation, what are their future plans, whether they want to be a very task oriented person or they want to be people orienting person that is depend upon person to person and situation to situation kind of work know is just a to show yourself.

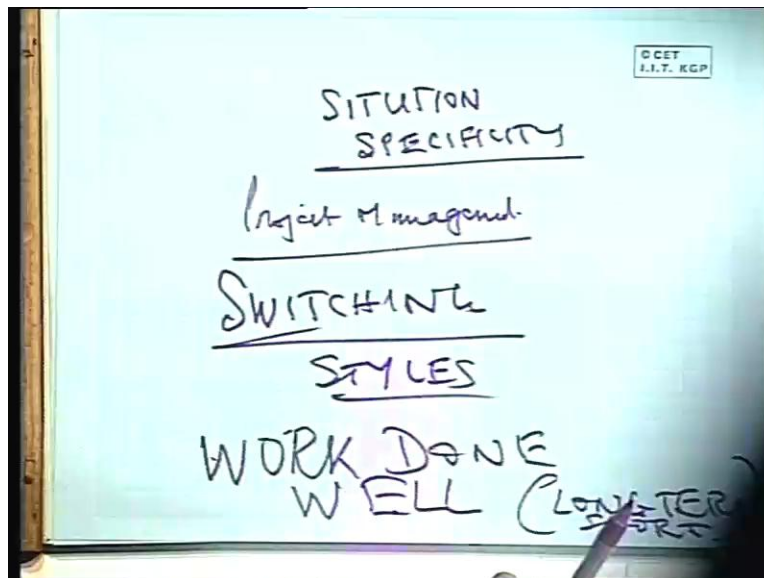
Let us I have a little more interaction from back Shrivasth you tell me, what is yours Frances you can answer later think about it what kind of style you prefer what you adapt tell me.

Student: Sir, I am, I am, I would saying that it is it is if the organization just has some amount of information on how you gonna handle this.

I think that is acceptable if you are within the organizational framework okay to some extent you might consider a constraint or you can you may might considerate on the facilitating factor but it will mold your style but not quit it is gives your framework. I mean within the framework you always have lot of opportunity you know to blow some to show our own style. Well as I was saying we can I think we have discussed is enough but I think the point which has been brought home is that there are two basic types, you have to have a combination of both you cant just do one or the other and the combination very often will dependent very often on the situation and other time it may defend on other factors like you just got out a point in discussion you brought it out about the organization in which you are.

So these are they may be more these are the limiting factors all right which may facilitate a style or it may inhibit a style but having said that you have to show versatility and you will be a only successful as a skill which you acquire okay in exhibiting style well ultimately remember you have to get the work done well in organization, work done well in organization these words are with meaning work done this is one well in bracket long term and short term.

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So you can drive your team hard and get short term results but you may they may be some of them want a transfer and they want to go away it happens particularly in sales job you drive your seals team too hard, they made a target you say congratulations you do a bit of (( )) have a party but the next morning you say okay now forget what you achieve what about the next quarter. So driving hard also has his own problems. So work has to be done as the manager that is why that is with job you have to do it well not slip short and you have to do it both in the short term and the long term because you are going to be around in that company for a long time. Now style therefore become very important to achieve this okay, any questions?

Student: I mean he is he is for that organization he is found with style of the organization and he has a framework, so once he knows that it was in my style fixing the framework want to continue with the style.

No.

Student: It could happen in the organization is changing that because the change is what I am say there is a we always there you know if there is anything permanent what is it?

Student: Change.

Change, so all these studies that we do are how to perform and do it excellently in an environment is changing, what you are saying if the environment changes and we accept it you will have to adapt a style probably to continue to do well in the change environment, is it not.

Student: Represent about what is your how do you develop because your past experience might not be enough right.

No, is not Peter Drucker has gone on record to say moment you get a promotion be happy but then start think in because what got you this promotion is not go into get you the next promotion why because your job has changed your job has changed. So you put on your thinking cap right all the skills knowledge and hopefully the attitude which you are trying to mold here in this two years fall back on that start thinking.

Student: Sir, if that is the case and why even bothers.

That is in order to get it done what it he say you have to have some style of doing it, did I not role play shall I do it again about task oriented style that is clear.

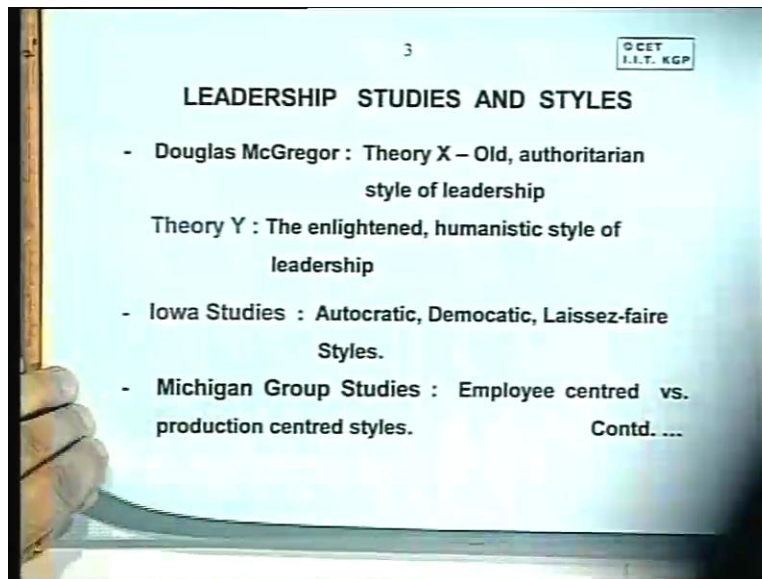
Student: You need not deliberately a particular style it as the task.

Yeah, I said no, I do not know I do not know Polash nothing in life just comes on your own few lucky ones you know, the brilliant guys who do not study much and they do well and so on but I think for the average model like me and maybe some of you it helps to try and cultivate a style by stimulating a thought process is falling back on what you are learning now you know someone who has not had the benefit of a MBA education they do not even know this concepts they somehow bumble along is not it and intuitively they learn but do you think it is it is fair that after I having spent all these money and time learning all these that you still go only intuitively or you supplement it with some of the knowledge skills and hopefully insights attitude which gain here I think answer is yes is a rhetorical question.

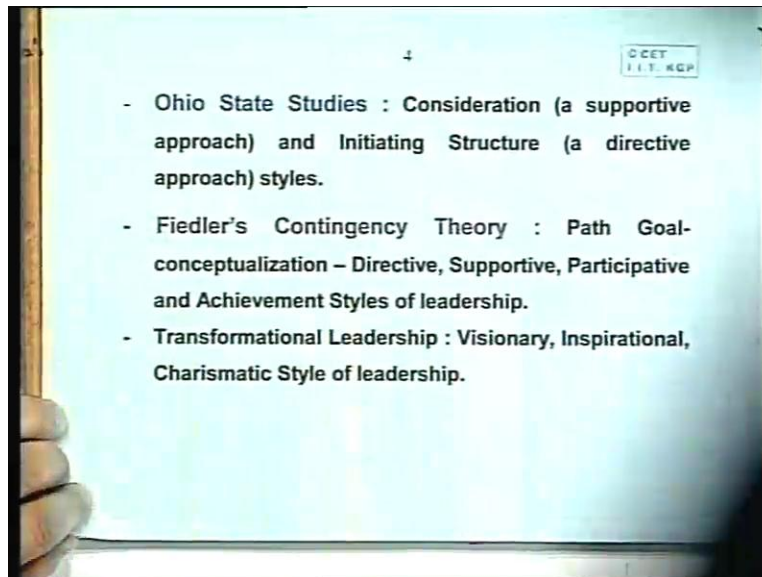
You should employ that MBA teaching that way gives you a powerful basket of knowledge and skills, it is up to you to use it, try it out is great to experiment also, how people respond and you have constraints of the organization and its culture but at the same time wherever you are whatever may be constraint believe you me they will always be room for you to experiment and innovate always there will be room and it is your attitude, if you say that look this organization is dead because it is conservative it is old you tell the boss or anyone anything they say no no no it that that is okay for other organization not for us know we are in this industry does not work here do not get demotivated with it this is always ways in which you can bring something new bring in change okay right.

So I will quickly run through we have discussed all these but I will quickly run through some of it you can read later all right, you have a sort of history here Douglas Mcgregor here everyone is heard of theory x and theory y all right again the same broad framework which you just discussed Iowa studies Michigan studies all right Ohio state studies Fiedler's contingency model all right then you have this you can read of all later, it comes back to the same thing all right this is a charismatic leadership style that means inspirational if you want to transform something bring in great change in organization, you have the transformational kind of leadership which is charismatic or inspirational all right envisioning energizing enabling okay then you have a continuum theory x, theory y, subordinate centered, boss centered that means you all right are boss centered autocratic, democratic, close general.

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So this is the analyze a concept there see that everyone is either not either that or this okay and you are not only this or that, so it is a combination of both in the style that you adopt so as I said there are various studies which have happened here right.



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**TABLE 14.1 Nadler and Tushman's Charismatic Leadership Styles**

Types of Charismatic Leadership Styles	Meaning	Examples
Envisioning	Creating a picture of the future—or a desired future state—with which people can identify and which can generate excitement	Articulating a compelling vision Setting high expectations
Energizing	Directing the generation of energy, the motivation to act, among members of the organization	Demonstrating personal excitement and confidence Seeking, finding, and using success
Enabling	Psychologically helping people act or perform in the face of challenging goals	Expressing personal support Empathizing

Source : Fred Luthans; Organizational Behaviour, Table 14.1; P.413

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**TABLE 14.2 Summary Continuum of Leadership Styles Drawn from the Classic Studies and Theories of Leadership**

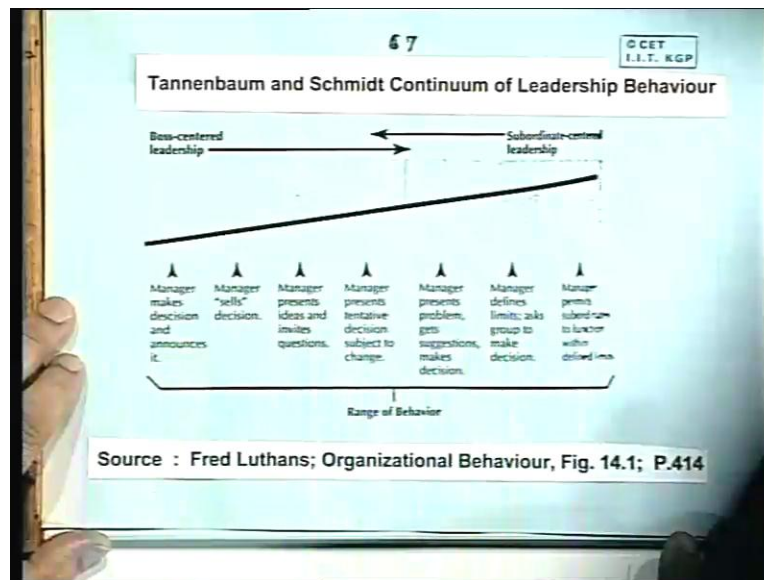
Boss-Centered	Subordinate-Centered
Theory X	Theory Y
Autocratic	Democratic
Production-centered	Employee-centered
Close	General
Initiating structure	Consideration
Task-directed	Human relations
Directive	Supportive
Directive	Participative

Source : Fred Luthans; Organizational Behaviour, Table 14.2; P.413

See here range of behavior subordinate centered leadership, boss centered you see so subordinate centered manager permits subordinates to function within define limits, boss centered, manager makes the decision and announces it, autocratic style and somewhere in between you see this

manager presents problem get suggestions makes decision he makes the decision but he has participation.

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Look at this somewhere in between manager presents tentative decision okay that means he is not asking for full participation but he is not taking the decision fully, tentative decision, subject to change it takes a few suggestions all these styles you have to adapt depending on the problem depending the situation you are in all right and the context in which you operating.

Student: Sir, are there any studies which shows that it is more effective.

There are many studies they look for correlation you know in this studies and they find correlations that certain styles are more effective okay in certain situations and that is how the finally all this is postulated that is studies have shown this he shows there is no one style which will give you the best performance excuse me.

Student: Under such a certain situations there are some.

Right.

Student: So.

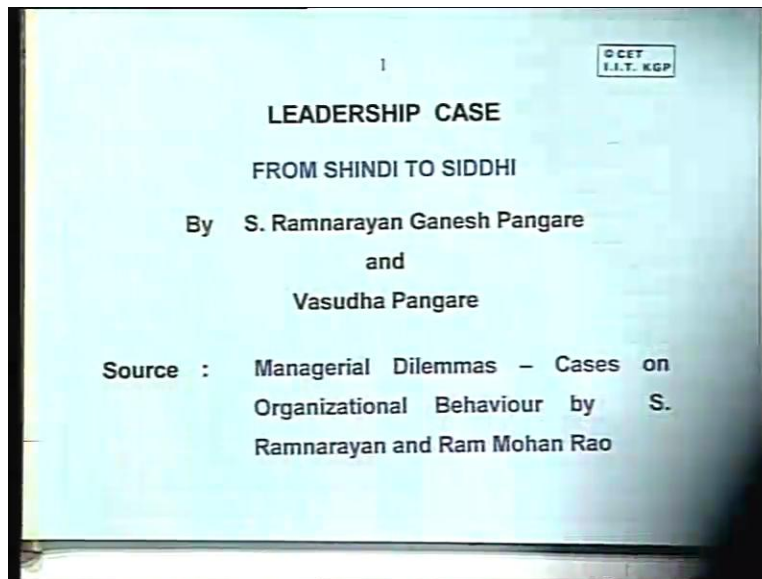
When no one knows we cannot have a manual we can give the approaches but when the situation arises that is why you look at a case the case that we going to discuss now about Anna Hazare, it was successful but say it was not successful say someone reported to the Police when he was Hazare was locked up what would happen if those no success may be to get turn in the other way no situation is exactly the same that is why there is no prescription that is why you have management consultants you know who help you but then again consultants do not tell you what to do they take away a lot of money but is you as a manager who as you finally as we say I am an electrical engineer.

The moment of truth is you wired up all the circuits using in the lab and then we always use to have a fear the moment you put is the fuse will blow you know something will flow up. So pushing the button or throwing that switch that the manager has to do if it succeeds, he gets all the good ones you know if it fails he gets the blame and good managers they do not take all the then he say no no no no its nothing to do with me, it is my team these people you know these are the people but some managers may not have that style, their style is you know they straighten the tie and they say okay thank you. So it have offering.

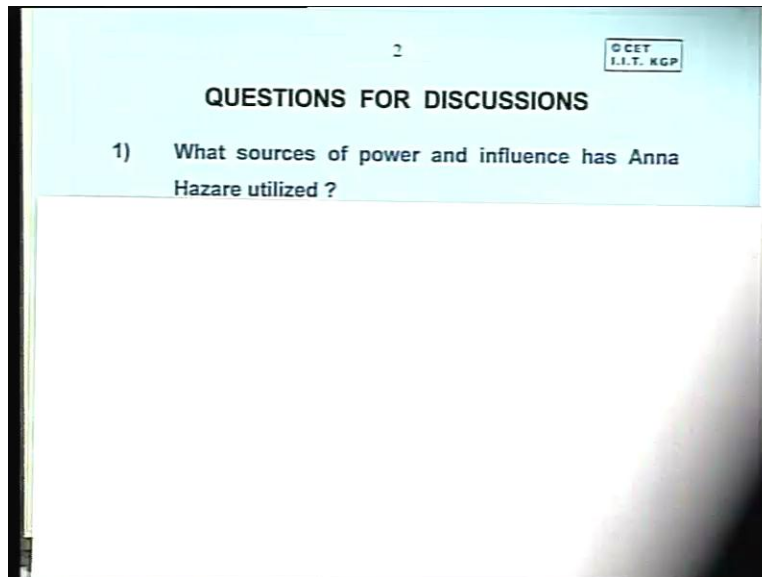
Student: Sir carry on.

Okay, so we can now come to the case and before that if you have any questions tell me, any questions right, then we come to the case. So, what we will do now? We will discuss this case on these questions, what sources of power and influence has Anna Hazare utilized think about it what is power you, you remember in first semester what you studied.

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Student: To influence all these to do things which others could normally do.

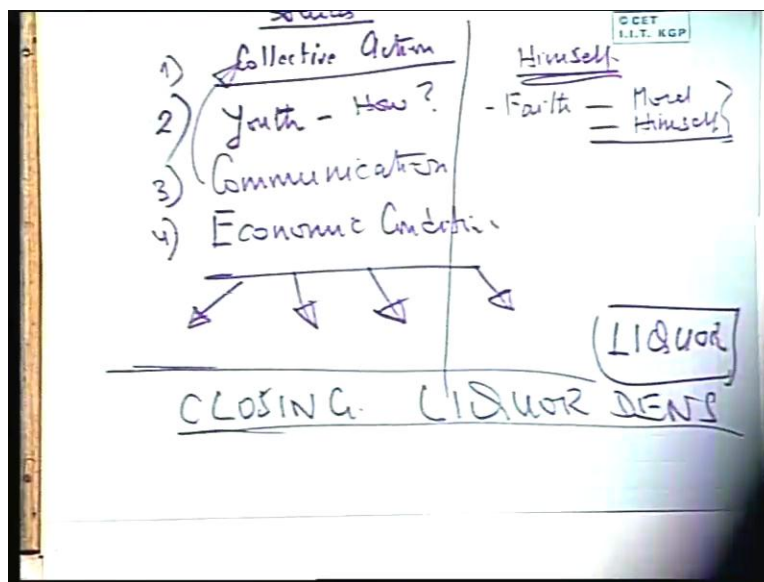
Right, what is influence? Come those with long memories what is influence? Obviously, he use some power know we call it leadership what sources of power and influence has Anna Hazare used.

Student: One of the sources was collective action.

Collective active is that a power source answer is yes.

Student: Sir he was a great mentor.

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Collective action from the case can you give some examples what sort of collective action when he started building the temple it was he himself.

Student: But later.

You remember the case says that a few were surprised that is 20,000 rupees from provident fund savings and he adjust 475 rupees a month pension, he is putting his savings into building a

temple some were surprised and a few others were they say privately appreciative, privately they did not want to come out in the open because remember the situation there in that village it is become a den of illicit liquor, near alcoholics or full blown alcoholics many of so what is the second source of power, collective action, where did he draw his power from any other source.

Student: Sir, youth.

From the youth, youth power, Yuva Shakti and how did he draw power from the youth, how, why need the youth come forward?

Student: Communication.

Communication, what does the case say what kind of communication?

Student: He thought them the virtues of Swami Vivekananda and told them that if they come of come of....

He told the youth that.

Student: Sir communication shown both part of any action and then told through them that if you are doing this you will get these benefit and these harms and based on that they have taken that decision.

Is not communication a powerful tool that he used in trying to have this collective action because if you remember where he started building the temple there were few people who are surprised there were appreciated but as started as a work went on and it was completed, what did it become, it became the focal point of culture all right and meeting point of the village all of you have been to villages, one of the central things in any village in India is either a Temple or a Mosque and a School now if you go now 75 each may not have had but nowadays you will have a school right and that is a focal point because there is not anything else.

Now once a Temple was built he encourage people to come there and since that was a point where people convocated he had a readymade audience and he could talk to them and this course talk to them about his ideas his values and believes right and he realize after sometime that giving this courses is not good enough to achieve anything, something else is required, what is required? what was required? they were all poor impoverished what was required a some action to show them that there are ways of improving the economic condition is it not and how did he go about doing that okay.

So economic conditions imagine this situation where most of the men in the village are either making liquor and selling it. So the economy was really revolving around what brewing of illicit liquor and selling it that was the economy know, liquor economy and what was the liquor economy doing, money was being generated for a few and where was that money going.

Student: It was standing out to be a vicious.

Vicious circle, so they were poor they were getting loans being indicated once you have the habit the addiction you have more alcohol have more death. So it was going into a vicious circle, so what was the first action we thought that that is required to improve the conditions.

Student: Closing down closing down the liquor.

Closing down the liquor because that is what he thought is the main problem priority want to be tackle closing liquor dens and that is where in order to close liquor den, you are going to come up with vested interest is not it there were people who making liquor and that is where he found he cannot do it alone, when you have vested interest to deal with you require something which is more powerful okay and what is that people power and in order to have people power he started using the Temple, why the Temple? the reason is villagers by enlarge they probably failed that any commitment which they give in the house of God that commitment they have to keep and also probably they fail that for many many years, this is one person who came forward to give them some ideas, some leadership because remember one thing the seat was shown when he started building the Temple on his own what give him credibility.

He did not take collection some villagers, collect money and make the Temple right renovation, he committed his own harden provident fund without asking anyone about it, was not that a powerful way of conveying to people that this man is a very committed person he is giving it not for himself he did not live in the Temple, he was doing it for the people of the village, do not you think that that would I had a powerful effect on it. So the act of giving not only got credibility for himself but also yet created for himself a source of power, I did not teach you a class power but the first is what I said who is the most powerful person in the world.

Student: Sir, Pope.

Pope, Pope most powerful is a Chap who has no needs. Think about it, he has no needs, he has no value positions he has no needs when do you loose power when you have needs and when you have needs who will satisfy the needs someone in the environment you know if you have no needs, you are a sadhu, sanyasi, you have one blanket one kamadalu you know that is it one loincloth you made it in, you have no need do you agree with this, you do not agree, tell me why, tell me why.

Student: That person has power when the perhaps any define power the power to influence.

Right.

Student: That person has no power he has.

He has power, let me let me answer he has power all right and that that gives him power, anyone who has need looses some of his power if I have power over you may be because you need the marks the moment you do not need this marks I lose my power.

Student: Sir, why do you have that power to give that knowledge because you are knowledge what a person has which I want you. Let us the person who is meeting what.



But do not say I want to sell that knowledge, I loose power because I want sell it to a client and a management consultant but say I do not want to sell I just want to meditate and consider the verities of life that is it inter dependence you know and dependance this is where you become you have a situation where you lose power, yeah so why should not be useful power, power only when you exercise of it all right it is defined as power is something dynamic, it is not a static concept if I say you are powerful you can, you can walk out of the class we can do this we can do that but you do not it that means you are not powerful because by very definition it is in its exercise that you see manifestation of power okay, yes tell me Francis.

Student: Having no needs and it is part of the power someone need you is the other part of the power if you can had both.

So here let us come back to this case, did you have a need say they kept on having alcohol how would Anna loose tell me he would not lose, he has his 475 bucks.

Student: No sir, that it was his for village and he was here he came back with his. So that was he make so.

All right there is some need it was his own village, he wanted the better surroundings better villages and so on to that extend he has but basically speaking he was doing it for a community was he not basically if you look at the case was it for a private agenda he does not.

Student: Expanded and community came in but when he started the rebuilding in that company now rebuilding process he wanted

He wanted to take over the Temple is it I do not think so it yes Shrivats I do not think so.

Student: Because he was living in that temple.

Student: And he had also had this determination to do the service which is the reason why he did the what he did if he had an I mean so there is a determination to do service.

But did he want anything in return you know you lose capability where you have some private agenda, you are you say you are doing it for agenda like a politician, you often find that we do not believe of this why because their actions all right is that they are doing it for their private needs but they are saying that they are doing it for community needs now in this case, it is clearly not so.

So because of the fact that he started putting his own money into the temple without asking anyone for any return and basically the Temple was not his property, it was for whole village.

Student: but the written was that he started living in that and nobody questioned that.

Will you read out the question where he says that he command he had the Temple and started living in it and made it his property.

Student: Sir the small room inside the complex I do not that was much better

But later.

Student: We know sir.

Yes.

Student: During the process of.

Read it out read it out to be that was the camp office if he set up a project and you are the project manager we will make you a, yes okay Niraj I do not think others agree with you I think you are your interpretation we do not agree I think you are trying do social works selflessly why, why tell me because the fact that you are not killed in the some 65 war everyone around in him guide in the truck all right a bullet his forehead but did not kill him. So did he not say he felt that if he feel and he is reborn and they must be a reason why he has been spared, why his life has been spared and that is the reason he says may be now I have to do something, I am a new person.

Student: Looking Vivekanandha's book he says that he...

Yeah yes.

Student: I said there are viewers.

Yes.

Student: Working according to that.