

Leadership

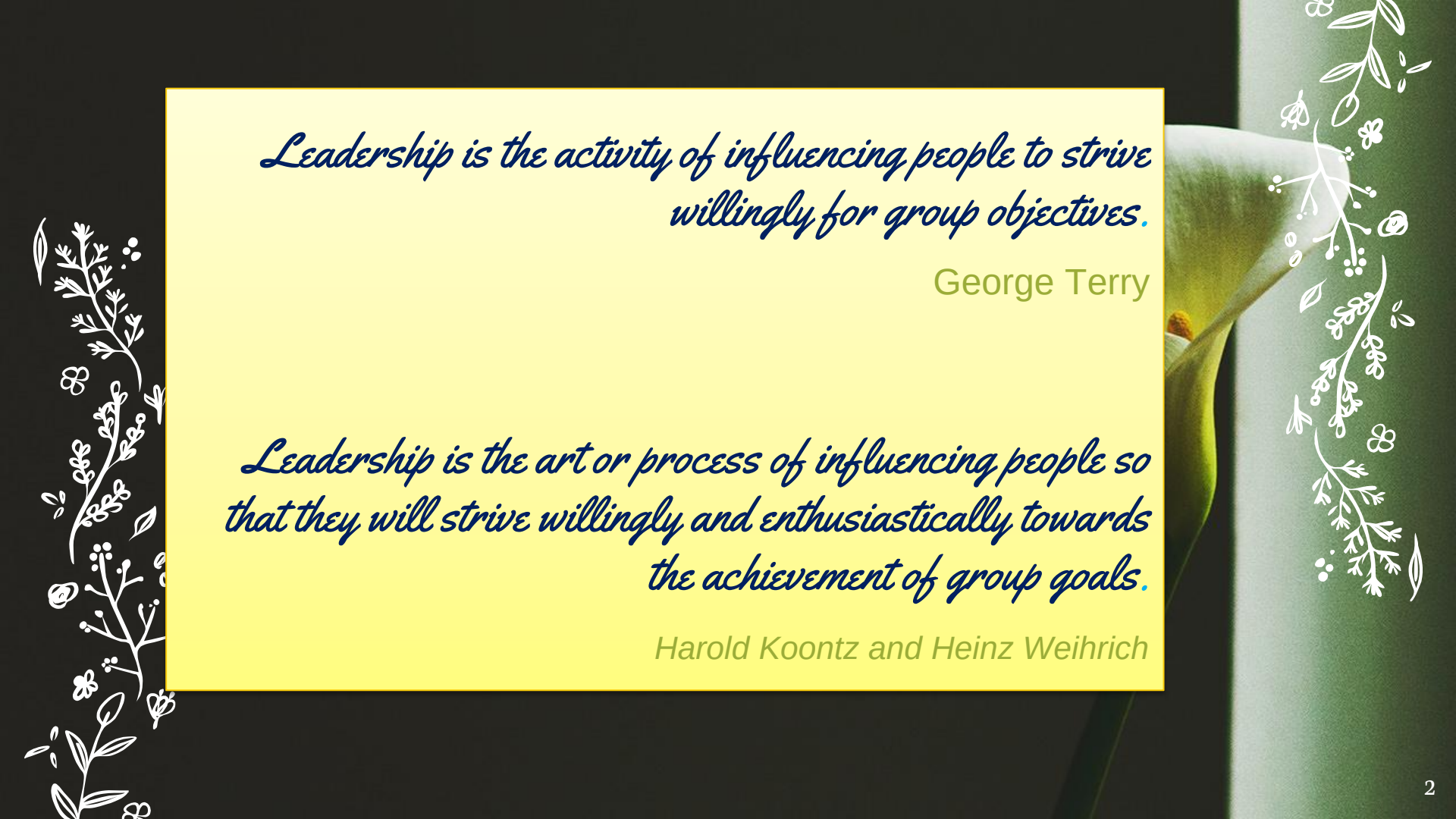


Leadership is the process of influencing the behavior of people by making them strive voluntarily towards achievement of organizational goals.

Leadership indicates the ability of an individual to maintain good interpersonal relations with followers and motivate them to contribute for achieving organizational objectives.

An individual possessing attributes of leadership is known as leader.





Leadership is the activity of influencing people to strive willingly for group objectives.

George Terry

Leadership is the art or process of influencing people so that they will strive willingly and enthusiastically towards the achievement of group goals.

Harold Koontz and Heinz Weihrich

Features of leadership

✿ An examination of the above definition reveals the following important features of leadership:



1. **Influence others** – Leadership indicates ability of an individual to influence others.
2. **Change in the behaviour of others** – Leadership tries to bring change in the behaviour of others.
3. **Interpersonal relations** – Leadership indicates interpersonal relations between leaders and followers.
4. **Achievement of common goal** – Leadership is exercised to achieve common goals of the organisation.
5. **Leadership is a continuous process** - It is a continuous process of influencing behaviour of followers.



Importance Of Leadership

- ✦ Leadership **influences the behavior** of people and makes them to positively contribute their energies for the benefit of the organization. Good leaders always produce goods results through their followers.
- ✦ A leader **maintains personal relations** and helps followers in fulfilling their needs. He provides needed confidence, support and encouragement and thereby creates congenial work environment.
- ✦ Leader plays a key role in **introducing required changes** in the organization. He persuades clarifies and inspires people to accept changes whole-heartedly. Thus, he overcomes the problem of resistance to change and introduces it with minimum discontentment.





- ✦ A leader **handles conflicts effectively** and does not allow adverse effects resulting from the conflicts. A good leader always allows his followers to ventilate their feelings and disagreement but persuades them by giving suitable clarifications.
- ✦ Leader **provides training** to their subordinates. A good leader always builds up his successor and helps in smooth succession process.



Qualities of a Good Leader



1. **Physical features:** Physical features like height, weight, health, appearance determine the physical personality of an individual. It is believed that good physical features attract people. Health and endurance help a leader to work hard which inspires others to work with same tempo.
2. **Knowledge:** A good leader should have required knowledge and competence. Only such person can instruct subordinates correctly and influence them.
3. **Integrity:** A leader should possess high level of integrity and honesty. He should be a role model to others regarding the ethics and values.
4. **Initiative:** A leader should have courage and initiative. He should not wait for opportunities come to his way, rather he should grab the opportunity and use it to the advantage of organisation.



5. **Communication skills:** A leader should be a good communicator. He should have the capacity to clearly explain his ideas and make the people to understand his ideas. He should be not only good speaker but a good listener, teacher, counsellor and persuader.
6. **Motivation skills:** A leader should be an effective motivator. He should understand the needs of people and motivate them through satisfying their needs.
7. **Self Confidence:** A leader should have high level of self-confidence. He should not loose his confidence even in most difficult times. In fact, if the leader lacks self-confidence, he cannot provide confidence to his followers.
8. **Decisiveness:** Leader should be decisive in managing the work. Once he is convinced about a fact, he should be firm and should not change opinions frequently.
9. **Social skills:** A leader should be sociable and friendly with his colleagues and followers. He should understand people and maintain good human relations with them.



Leadership Style

There are many theories of leadership behavior and styles.

The most popular classification of leadership styles is based on the use of authority.

Depending on the use of authority, there are three basic styles of leadership:

1. Autocratic
2. Democratic
3. Laissez-faire



Autocratic or Authoritarian leader

- ❑ An autocratic leader gives orders and expects his subordinates to obey those orders.
- ❑ Communication is only one-way with the subordinate only acting to the command given by the manager.
- ❑ This leader is dogmatic i.e., does not change or wish to be contradicted.
- ❑ His following is based on the assumption that reward or punishment both can be given depending upon the result.
- ❑ This leadership style is effective in getting productivity in many situations like in a factory where the supervisor is responsible for production on time and has to ensure labour productivity.
- ❑ Quick decision-making is also facilitated.
- ❑ But there are variations also, they may listen to everyone's opinion, consider subordinates ideas and concerns but the decision will be their own.



Democratic or Participative leader

- ❑ A democratic leader will develop action plans and makes decisions in consultation with his subordinates. He will encourage them to participate in decision-making.
- ❑ This kind of leadership style is more common now-a-days, since leaders also recognise that people perform best if they have set their own objectives.
- ❑ They also need to respect the other's opinion and support subordinates to perform their duties and accomplish organisational objectives.
- ❑ They exercise more control by using forces within the group.



Laissez faire or Free-rein leader

- ✦ Such a leader does not believe in the use of power unless it is absolutely essential.
- ✦ The followers are given a high degree of independence to formulate their own objectives and ways to achieve them.
- ✦ The group members work on their own tasks resolving issues themselves.
- ✦ The manager is there only to support them and supply them the required information to complete the task assigned.
- ✦ At the same time, the subordinate assumes responsibility for the work to be performed.



COMMUNICATION

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- + Directing abilities of a manager mainly depend upon his communication skills. That is why organisation always emphasises on improving communication skills of managers as well as employees.
 - + The word communication has been derived from the Latin word 'communis' which means 'common' which consequently implies common understanding.
 - + **Communication is defined** as an exchange of ideas, facts, opinions and emotions from one person to another to create mutual understanding.



Definitions of Communication



Communication is the sum of all things one person does when he wants to create understanding in the mind of another. It involves systematic and continuous process of telling, listening and understanding.

- *Louis Allen*

Communication is a process by which people create and share information with one another in order to reach common understanding.

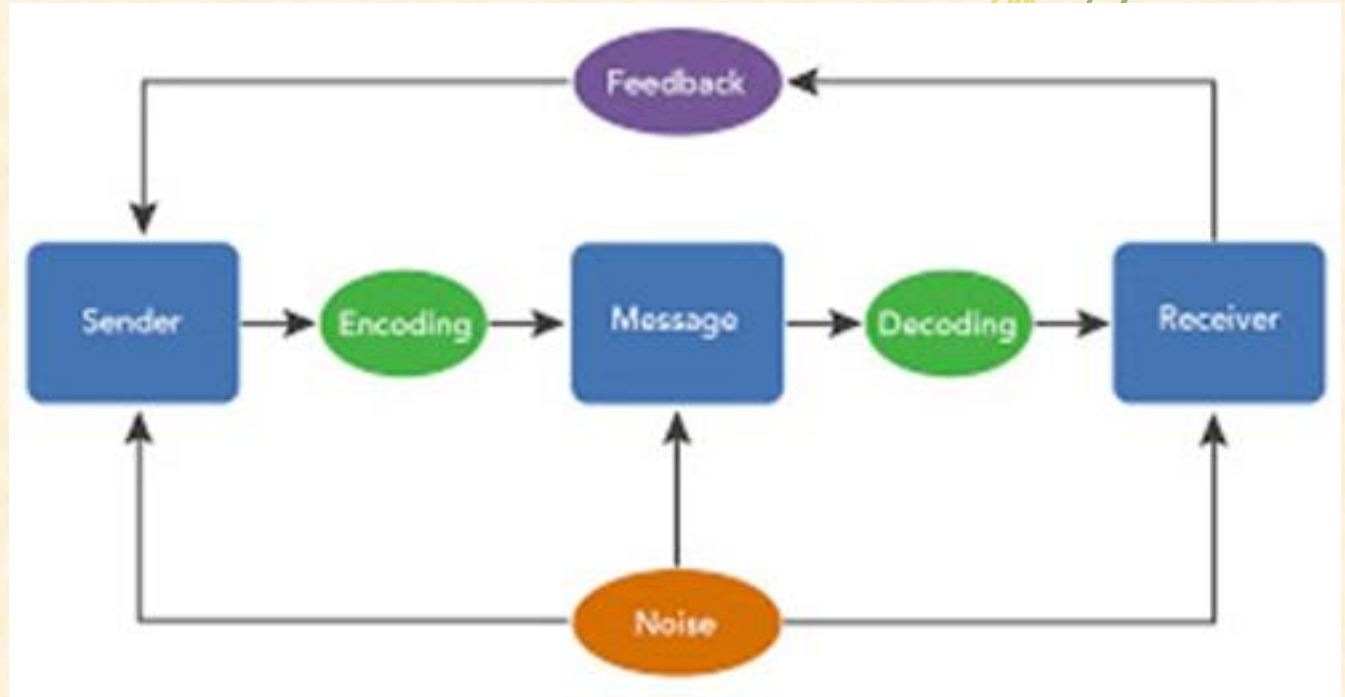
- *Rogers*



Elements of Communication Process



1. Sender
2. Message
3. Media
4. Feedback
5. Receiver
6. Noise
7. Encoding
8. Decoding



1. **Sender:** person who conveys his thoughts or ideas to the receiver. represents source of communication.
2. **Message:** It is the content of ideas, feelings, suggestions, order etc., intended to be communicated.
3. **Encoding:** It is the process of converting the message into communication symbols such as words, pictures, gestures et
4. **Media:** It is the path through which encoded message is transmitted to receiver. The channel may be in written form, face to face, phone call, Internet
5. **Decoding:** It is the process of converting encoded symbols of the sender.
6. **Receiver:** The person who receives communication of the sender.
7. **Feedback:** It includes all those actions of receiver indicating that he has received and understood message of sender.
8. **Noise:** Noise means some obstruction or hindrance to communication. This hindrance may be caused to sender, message or receiver.

Importance of Communication

- ❖ **Effectiveness of a manager:** depends significantly on his ability to communicate effectively with his superiors, subordinates and external agencies such as bankers, suppliers, union and government. Communication serves as the lubricant fostering for the smooth operations of the management process.
- ❖ **Acts as basis of coordination:** Communication acts as basis of coordination. among departments, activities and persons in the organisation. Its explains about organisational goals, the mode of achievement and inter relationships between different individuals etc.
- ❖ **Helps in smooth working of an enterprise:** Communication makes possible for the smooth and unrestricted working of the Communication is basic to an organisation's existence right from its birth through its continuing life. When communication stops, organized activity ceases to exist.
- ❖ **Acts as basis of decision making:** Communication provides needed information for decision making. In its absence, it may not be possible for the managers to take any meaningful decision. Only on the basis of communication of relevant information one can take right decision.

- ❑ ***Increases managerial efficiency:*** The management conveys the goals and targets, issues instructions, allocates jobs and responsibilities and looks after the performance of subordinates. Communication is involved in all these aspects. Thus, communication lubricates the entire organisation and keeps the organisation at work with efficiency.
- ❑ ***Promotes cooperation and industrial peace:*** Efficient operation is the aim of all prudent management. The two way communication promotes cooperation and mutual understanding between the management and workers.
- ❑ ***Establishes effective leadership:*** Communication is the basis of leadership. Effective communication helps to influence subordinates. While influencing people, leader should possess good communication skills.
- ❑ ***Boosts morale and provides motivation:*** An efficient system of communication enables management to motivate, influence and satisfy the subordinates. It assists the workers in their adjustment with the physical and social aspect of work. Communication helps to boost morale of employees and managers.

Communication In An Organisation



Formal

Informal



Formal Communication

Communication through the official chain of command is called formal communication.

- Thus, formal communication flows through the scalar chain of authority.
- This communication may take place between a superior and subordinate, a subordinate and superior or among same cadre employees or managers.
- The communications may be oral or written but generally recorded and filed in the office.

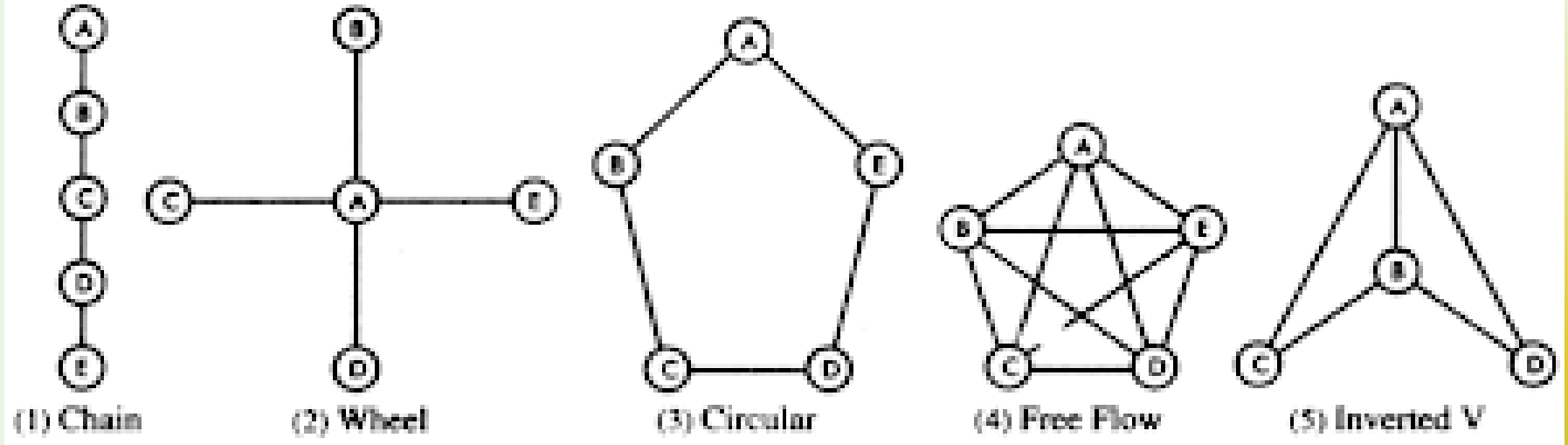
Formal communication may be further classified as – Vertical and Horizontal.

1. Vertical Communication – Communication flows vertically, i.e., upward or downward.

- Upward Communication** – It refers to flow of communication from lower level to higher level. It consists of information relating to subordinates' work performance, opinion, suggestions, complaints etc.
- Downward Communication** - It refers to flow of communication from higher level to lower level. There are many ways in which a superior can communicate with his subordinates like Notices, Circulars, Memos, Reports, and Meetings etc.

2. Horizontal Communication – communication of information among the persons of the same level and status is known as horizontal communication. Flow of information from the Purchase Manager to the Production manager is an example for horizontal communication.

Formal Communication Network



1. **Single chain:** This network exists between a supervisor and his subordinates. Since many levels exist in an organisation structure, communication flows from every superior to his subordinate through single chain.
2. **Wheel:** In wheel network, all subordinates under one superior communicate through him only as he acts as a hub of the wheel. The subordinates are not allowed to talk among themselves.
3. **Circular:** In circular network, the communication moves in a circle. Each person can communicate with his adjoining two persons. In this network, communication flow is slow.
4. **Free flow:** In this network, each person can communicate with others freely. The flow of communication is fast in this network.
5. **Inverted V:** In this network, a subordinate is allowed to communicate with his immediate superior as well as his superior's superior. However, in later case, only prescribed communication takes place.



Informal Communication

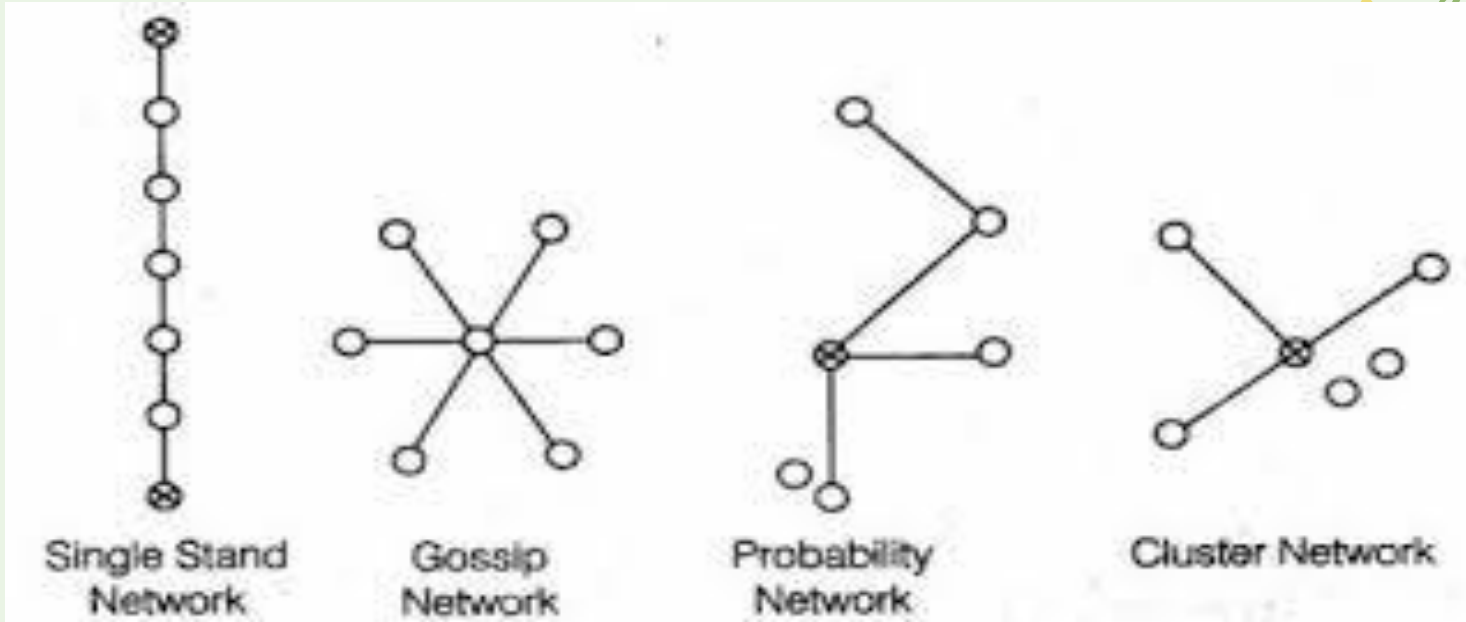
Communication that takes place without following the formal lines of communication is said to be informal communication.

- ✦ It spreads throughout the organisation with its branches going out in all directions in utter disregard to the levels of authority. It spreads rapidly and sometimes gets distorted.
- ✦ The informal communication arises out of needs of employees to exchange their views, which cannot be done through formal channels.
- ✦ It is very difficult to detect the source of such communication in case of rumours.
- ✦ People's behaviour is affected by rumours and informal discussions and sometimes may hamper work environment.
- ✦ An intelligent manager should make use of positive aspects of informal channels and minimize negative aspects of this channel of communication.

Grapevine Network

- ✦ The network or pathway of informal communication is called grapevine.
- ✦ The origin and direction of flow of information cannot be easily traced.
- ✦ Grapevine is structure less and it grows towards all direction.
- ✦ Grapevine channels is helpful as they carry information rapidly

Informal Communication Network



1. **Single strand /line** – each person communicates to the other by keeping a strict sequence.
2. **Gossip** – each person communicates with all others on non-selective basis.
3. **Probability** – individual communicates with other individual on a random basis.
4. **Cluster** – here the individual passes information to only those persons in whom he has trust.



Barriers to Communication

- ❑ These barriers may prevent a communication or filter part of it or carry incorrect meaning due to which misunderstandings may be created.
- ❑ The barriers to communication in the organisations can be broadly grouped as:
 1. Semantic barriers,
 2. Psychological barriers,
 3. Organisational barriers, and
 4. Personal barriers.



Semantic barriers:

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- ❑ The term semantic is used to describe things that deal with the meanings of words and sentences.
 - ❑ Semantic barriers are concerned with problems and obstructions in the process of encoding and decoding of message into words or impressions.
 - ❑ Such barriers result on account of use of wrong words, faulty translations, different interpretations etc.



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1. ***Badly expressed message:*** Sometimes intended meaning may not be conveyed by a manager to his subordinates. These badly expressed messages may be an account of inadequate vocabulary, usage of wrong words, omission of needed words etc.
 2. ***Symbols with different meanings:*** A word may have several meanings. Receiver has to perceive one such meaning for the word used by communicator. For example, consider these three sentences where the word 'value' is used:
 - What is the value of this ring?
 - I value our friendship.
 - What is the value of learning computer skills?You will find that the 'value' gives different meaning in different contexts. Wrong perception leads to communication problems.
 3. ***Faulty translations:*** Sometimes the communications originally drafted in one language (e.g., English) need to be translated to the language understandable to workers (e.g., Hindi). If the translator is not proficient with both the languages, mistakes may creep in causing different meanings to the communication.

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4. **Unclarified assumptions:** Some communications may have certain assumptions which are subject to different interpretations. For example, a boss may instruct his subordinate, “Take care of our guest”. Boss may mean that subordinate should take care of transport, food, accommodation of the guest until he leaves the place. The subordinate may interpret that guest should be taken to hotel with care. Actually, the guest suffers due to these unclarified assumptions.
 5. **Technical jargon:** It is usually found that specialists use technical jargon while explaining to persons who are not specialists in the concerned field. Therefore, they may not understand the actual meaning of many such words.
 6. **Body language and gesture decoding:** Every movement of body communicates some meaning. The body movement and gestures of communicator matters so much in conveying the message. If there is no match between what is said and what is expressed in body movements, communications may be wrongly perceived.

Psychological barriers : Emotional or psychological factors which act as barriers to communicators are called psychological barriers. Angry mood, troubled mind etc. are the examples.

Some of the psychological barriers are:

1. **Premature evaluation:** Sometimes people evaluate the meaning of message before the sender completes his message. Such premature evaluation may be due to pre-conceived notions or prejudices against the communication.
2. **Lack of attention:** The pre-occupied mind of receiver and the resultant non-listening of message acts as a major psychological barrier. For instance, an employee explains about his problems to the boss who is pre-occupied with an important file before him. The boss does not grasp the message and the employee is disappointed.



3. **Loss by transmission and poor retention:** When communication passes through various levels, successive transmissions of the message results in loss of, or transmission of inaccurate information. This is more so in case of oral communication. Poor retention is another problem. Usually people cannot retain the information for a long time if they are inattentive or not interested.
4. **Distrust:** Distrust between communicator and communicate acts as a barrier. If the parties do not believe each other, they cannot understand each other's message in its original sense.



Organisational barriers: The factors related to organisation structure, authority relationships, rules and regulations may, sometimes, act as barriers to effective communication and are called organisational barriers.

Some of these barriers are:

1. **Organisational policy:** If the organisational policy, explicit or implicit, is not supportive to free flow of communication, it may hamper effectiveness of communications. For example, in an organisation with highly centralised pattern, people may not be encouraged to have free communication.
2. **Rules and regulations:** Rigid rules and cumbersome procedures may be a hurdle to communication. Similarly, communications through prescribed channel may result in delays.



3. **Status:** Status of superior may create psychological distance between him and his subordinates. A status conscious manager also may not allow his subordinates to express their feelings freely.
4. **Complexity in organization structure:** In an organisation where there are number of managerial levels, communication gets delayed and distorted as number of filtering points are more.
5. **Organisational facilities:** Facilities like frequent meetings, suggestion box, complaint box, social and cultural gathering, transparency in operations etc., will encourage free flow of communication. Lack of these facilities may create communication problems.



Personal barriers: These are personal factors of both sender and receiver which may exert influence on effective communication.

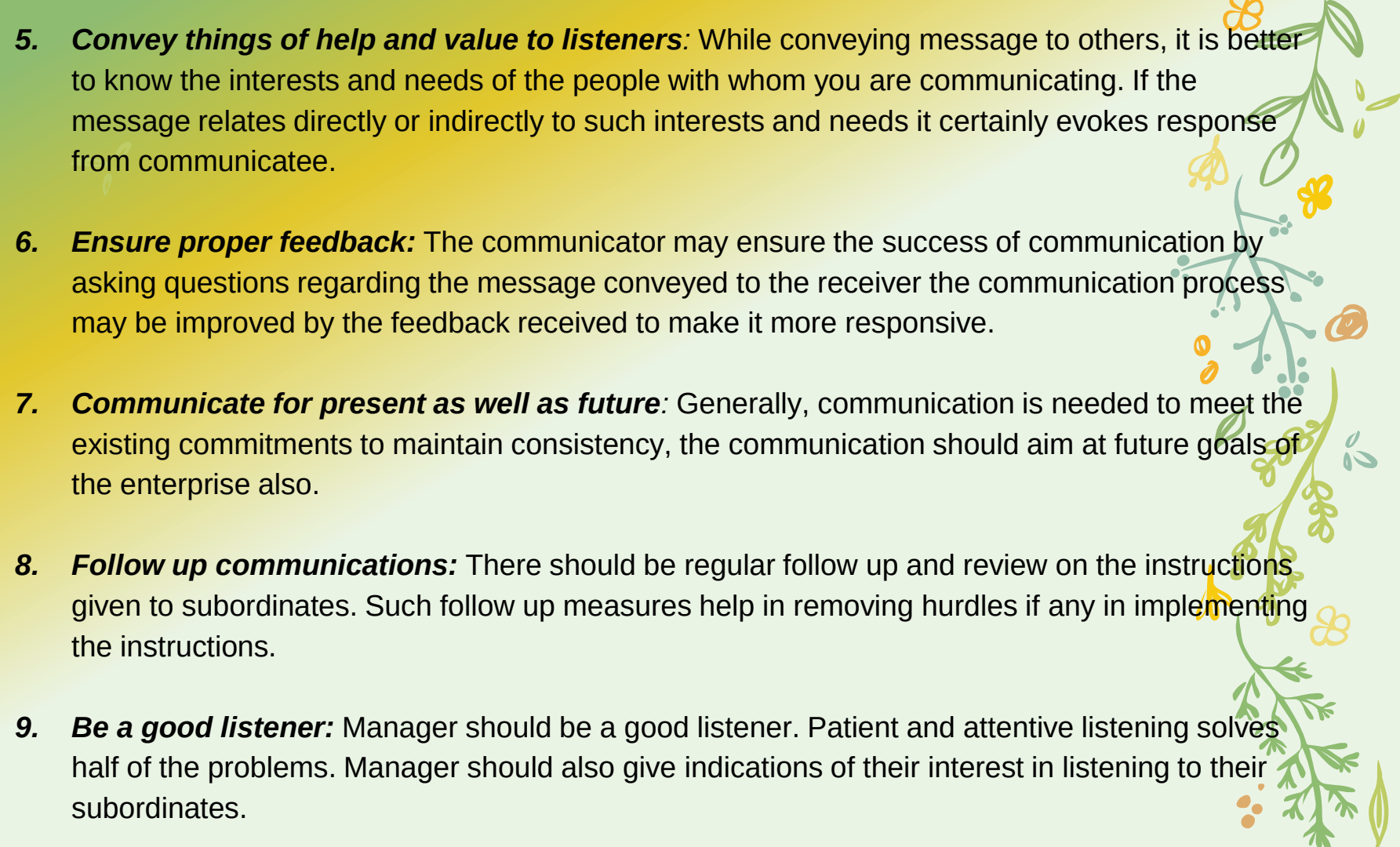
Some of the personal barriers of superiors and subordinates are mentioned below:

1. **Fear of challenge to authority:** If a superior perceives that a particular communication may adversely affect his authority, he or she may withhold or suppress such communication.
2. **Lack of confidence of superior on his subordinates:** If superiors do not have confidence on the competency of their subordinates, they may not seek their advice or opinions.
3. **Unwillingness to communicate:** Sometimes, subordinates may not be prepared to communicate with their superiors, if they perceive that it may adversely affect their interests.
4. **Lack of proper incentives:** If there is no motivation or incentive for communication, subordinates may not take initiative to communicate. For example, if there is no reward or appreciation the subordinates may not be willing to offer useful suggestions.

Improving Communication Effectiveness

Measures to overcome the barriers and improve communication effectiveness are :-

1. ***Clarify the ideas before communication:*** The problem to be communicated to subordinates should be clear in all its perspective to the executive himself. The entire problem should be studied in depth, analysed and stated in such a manner that is clearly conveyed to subordinates.
2. ***Communicate according to the needs of receiver:*** Manager should adjust his communication according to the education and understanding levels of subordinates.
3. ***Consult others before communicating:*** Before communicating involve others in developing a plan for communication. Participation and involvement of subordinates may help to gain ready acceptance and willing cooperation of subordinates.
4. ***Be aware of languages, tone and content of message:*** The contents of the message, tone, language used, manner in which the message is to be communicated are the important aspects of effective communication. The language used should be understandable and should not offend the sentiments of listeners. The message should be stimulating to evoke response from the listeners.



- 5. **Convey things of help and value to listeners:** While conveying message to others, it is better to know the interests and needs of the people with whom you are communicating. If the message relates directly or indirectly to such interests and needs it certainly evokes response from communicatee.
- 6. **Ensure proper feedback:** The communicator may ensure the success of communication by asking questions regarding the message conveyed to the receiver the communication process may be improved by the feedback received to make it more responsive.
- 7. **Communicate for present as well as future:** Generally, communication is needed to meet the existing commitments to maintain consistency, the communication should aim at future goals of the enterprise also.
- 8. **Follow up communications:** There should be regular follow up and review on the instructions given to subordinates. Such follow up measures help in removing hurdles if any in implementing the instructions.
- 9. **Be a good listener:** Manager should be a good listener. Patient and attentive listening solves half of the problems. Manager should also give indications of their interest in listening to their subordinates.

Thanks!

Any questions?

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