

Leadership

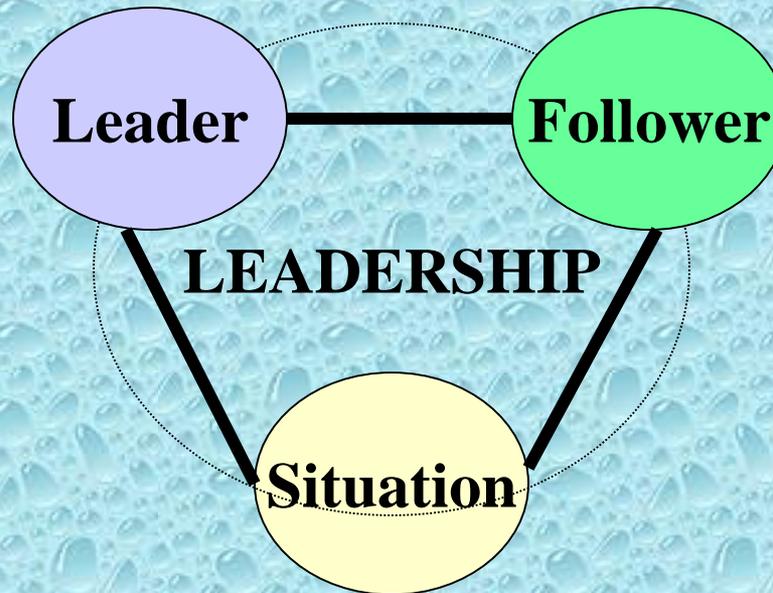


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Leading

Using individual traits and personal power to interact constructively to resolve problems.

Leadership- is the interaction between leader, follower, and a specific situation



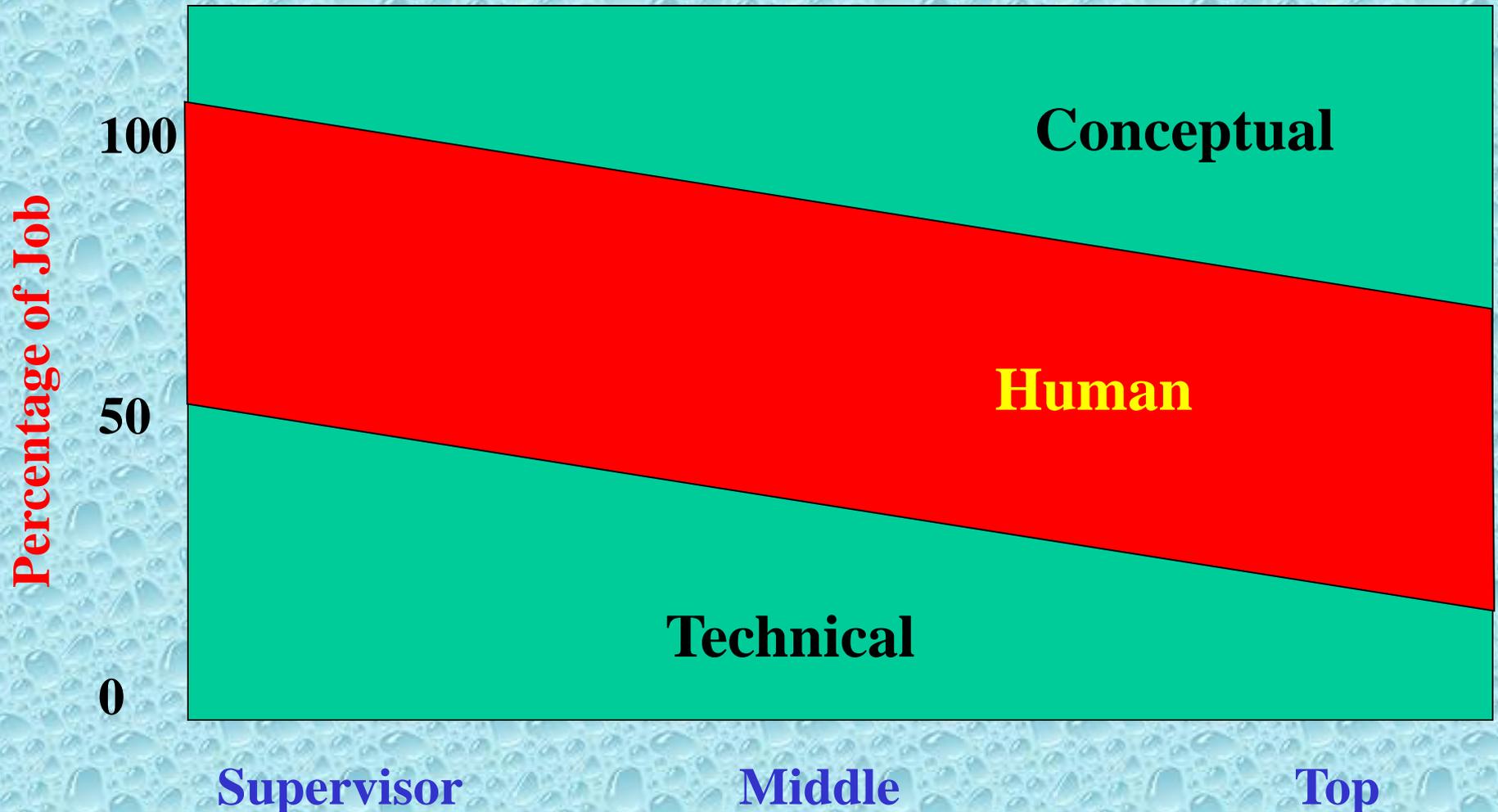
❖ **Key features:**

★ **influence**

★ **people**

★ **goals**

Leadership Skills required at Different Organizational Levels



The Nature of Leadership

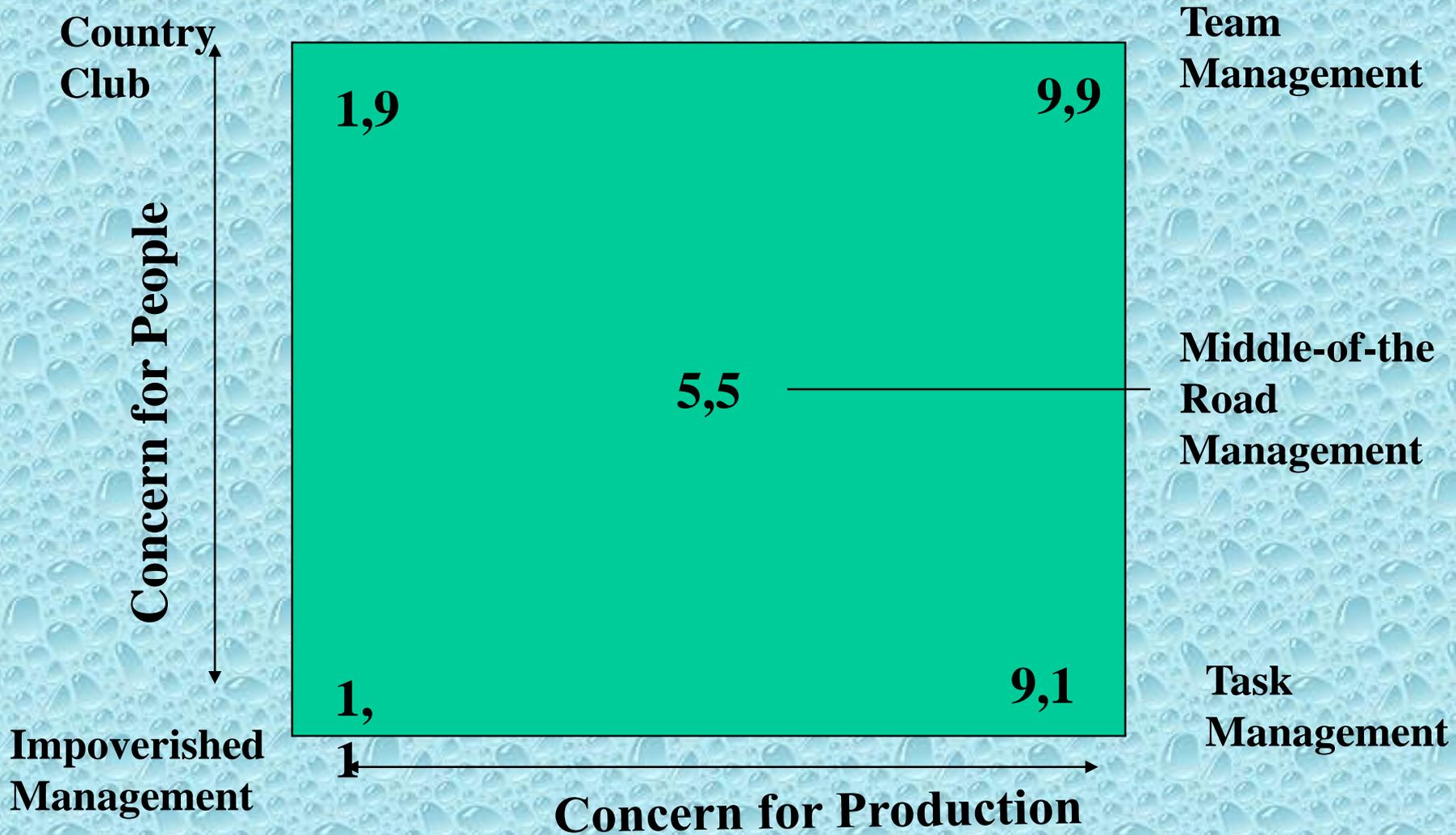
- The Meaning of Leadership
 - Leaders
 - People who can influence the behaviors of others without having to rely on force.
 - People who are accepted as leaders by others.



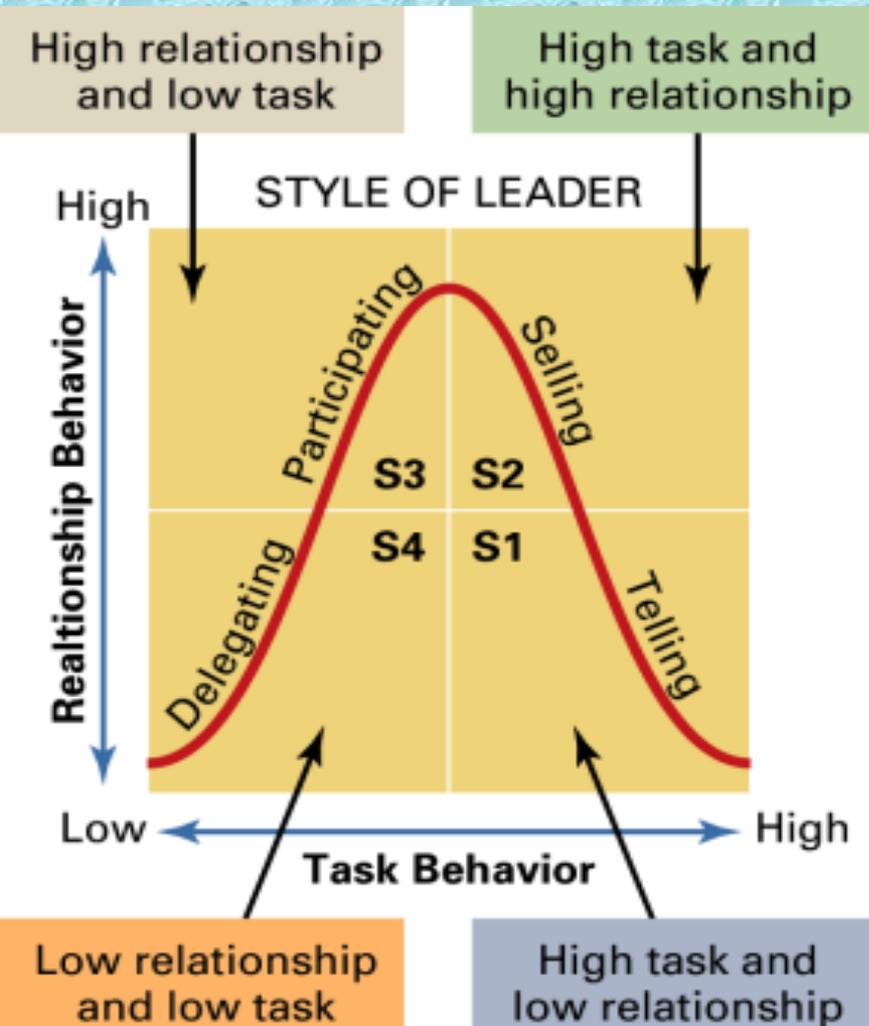
Leadership Styles

- **Trait theories**
- **Behavioral theories**
 - e.g., University of Iowa Studies, Ohio State Studies, University of Michigan Studies, Blake & Mouton, Scandinavian Studies
- **Contingency**
 - e.g., Fiedler's Contingency model, Hersey & Blanchard, LMX, Path-Goal

THE MANAGERIAL GRID



HERSEY AND BLANCHARD'S SITUATION LEADERSHIP MODEL

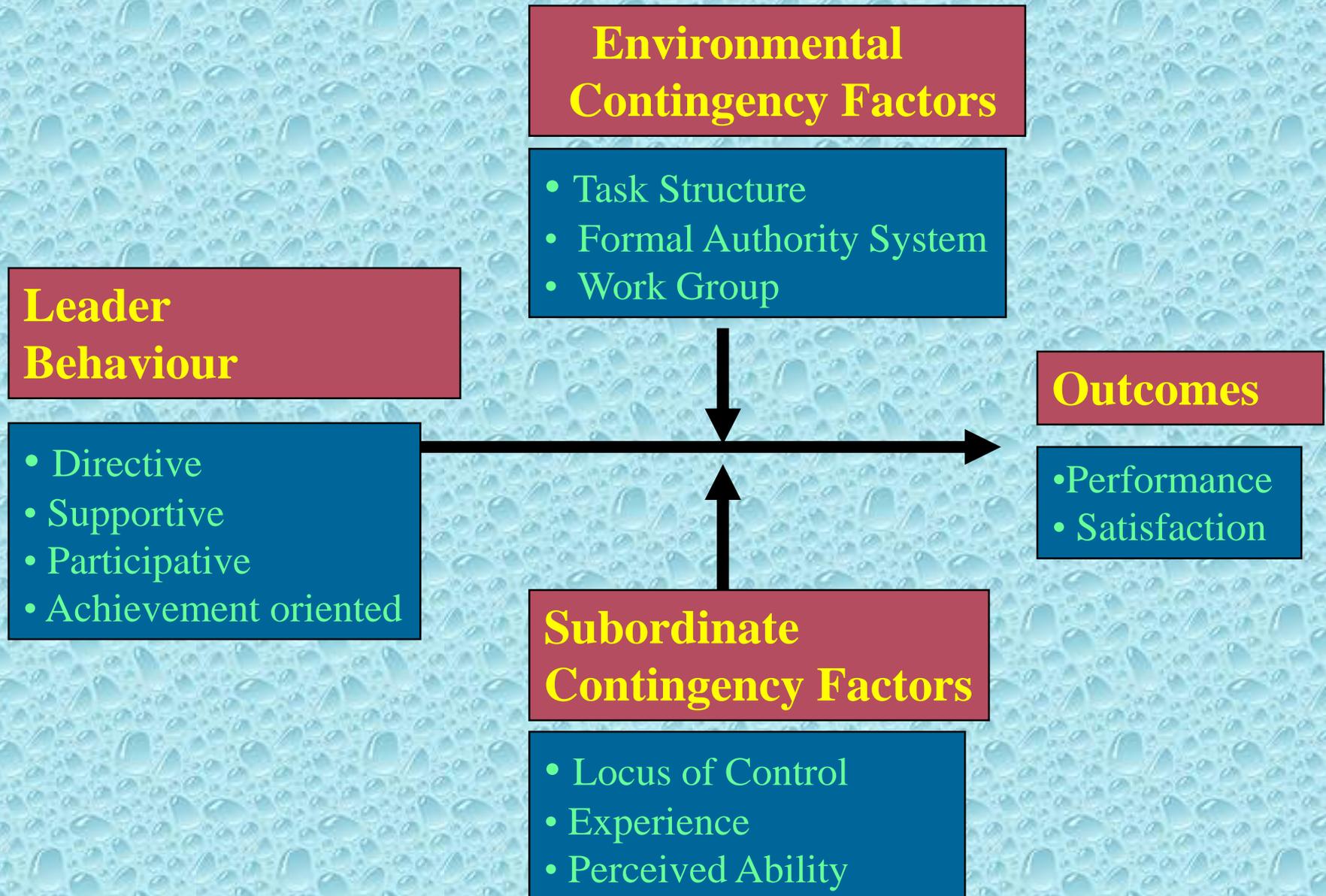


High ← Moderate → Low			
R4	R3	R2	R1
Able and willing	Able and unwilling	Unable and willing	Unable and unwilling
Follower Readiness			

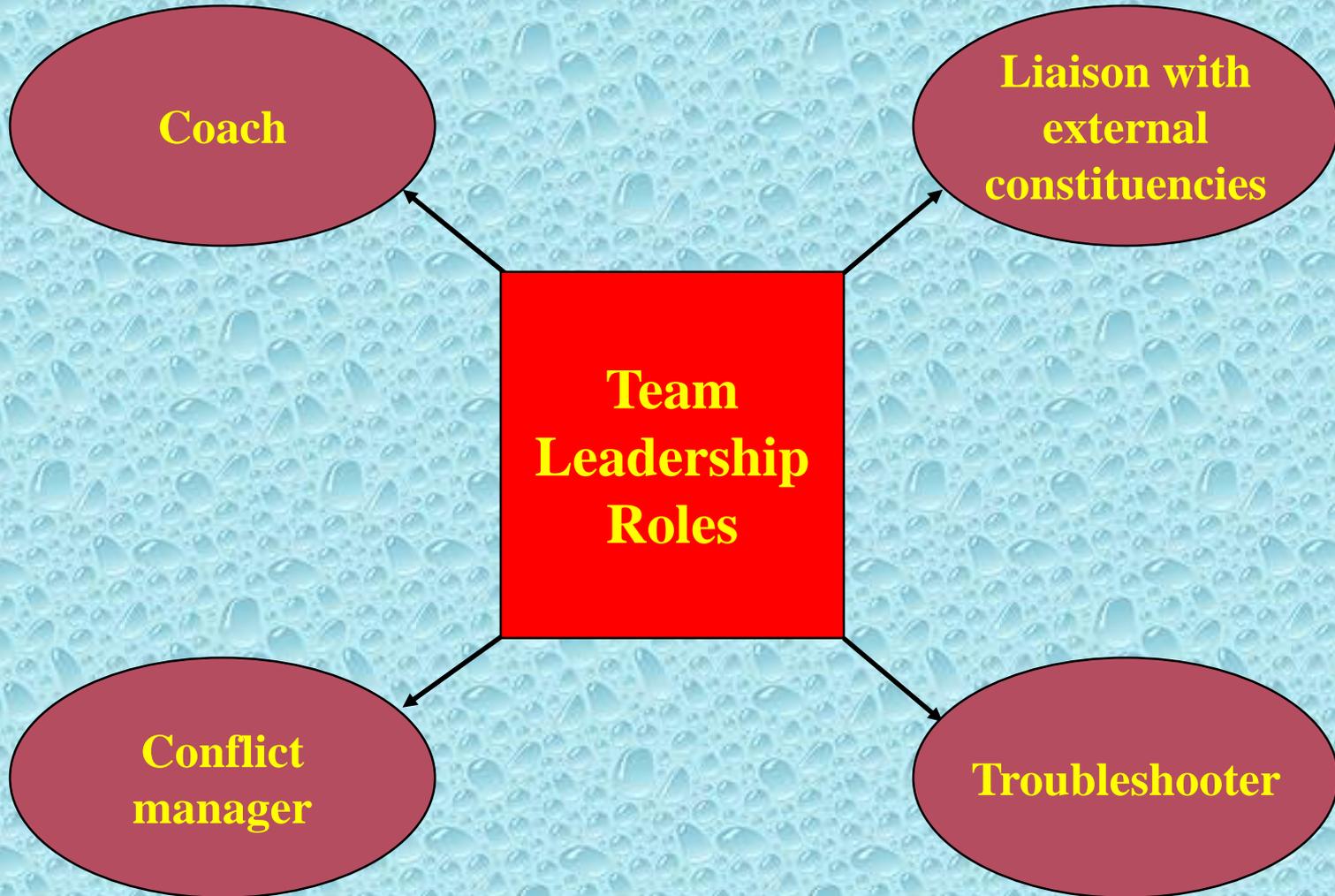
Leadership

- Initiator
- Goal setter
- Team builder (Managing diversity)
- Motivator – Coach/Mentor/Psychologist
- More than ‘what’ and ‘how’, he focus on ‘**Why**’
- Decision Maker

PATH-GOAL APPROACH



SPECIFIC TEAM LEADERSHIP ROLES





IQ and technical skills are important, but emotional intelligence is the sine qua non of leadership.

The Five Components of Emotional Intelligence at Work

	Definition	Hallmarks
Self-Awareness	the ability to recognize and understand your moods, emotions, and drives, as well as their effect on others	self-confidence
		realistic self-assessment
		self-deprecating sense of humor
Self-Regulation	the ability to control or redirect disruptive impulses and moods the propensity to suspend judgment – to think before acting	trustworthiness and integrity
		comfort with ambiguity
		openness to change

The Five Components of Emotional Intelligence at Work

	Definition	Hallmarks
Motivation	a passion to work for reasons that go beyond money or status a propensity to pursue goals with energy and persistence	strong drive to achieve
		optimism, even in the face of failure
		organizational commitment
Empathy	the ability to understand the emotional makeup of other people skill in treating people according to their emotional reactions	expertise in building and retaining talent
		cross-cultural sensitivity
		service to clients and customers
Social Skill	proficiency in managing relationships and building networks an ability to find common ground and build rapport	effectiveness in leading change
		persuasiveness
		expertise in building and leading teams

Leadership Involves

Managerial work involves:

- Interpersonal roles,
- Informational roles, and
- Decisional roles