



A glimpse on Leadership Styles and Success Manthra

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Abstract: A good leadership possesses certain moderate qualifications and characteristic features such as – group of followers, Influencing behavior, reciprocal relationship and common goals. *Raison d’etre*, Alfred and Betty aptly defined the leadership as “ Leadership is the ability to secure desirable actions from a group of followers voluntarily without the use of coercion”. Against this backdrop an exertion has been initiated to focus *a bird’s eye view* on the meaning, concept, conspicuousness, different styles of leadership followed by suggestions and a logical conclusion.
Key words: Leadership, Charismatic, Innovative, Laissez-fair and transformational.

Conspicuousness of Leadership :

“It is better to lead from behind and to put others in front, especially when you celebrate victory when nice things occur. You take the front line when there is danger. Then people will appreciate your leadership” - Nelson Mandela.

A good Leadership always maintains motivation and morale in his group of followers. It is the integral part of effective direction. That is the reason why, Koontz and O’Donnell aptly said that “managers should be leaders, Leaders need not be managers”. He also defined that “Management is the art of getting things done through and with people in formally organized groups”. Further it is worth mentioning the buzz words of Peter F. Drucker that a good Leadership always “Lifts a man’s vision to higher rights, raises a man’s performance to higher standards and builds a man’s personality beyond its normal situations”. Further leadership guides, inspires his followers both physically and mentally to attain a laudable results with qualitatively and quantitatively. Thus Leadership plays a

pivotal role in the process of change. There is no such thing as a born leader. Leadership is an acquired attribute that begins early in school and on the playground. As times goes on, education, Jobs, and life experiences shape a Leader’s philosophy and psychology. How best to get the assigned job done and work with others?. How to set goals and objectives and manage their results? – the answers to these thought provoking questions become a leaders winning formula for success.

Leadership styles – Interpretation:

Against quite a good number of Leadership styles, eight styles have been delineated in a nutshell as cited supra. Before going to conclusion, it is a *sine qua non* to discern these different ways of leading so as to adopt a suitable style to manage circumstances and to attain the predetermined organization’s goals.

Suggestions and Conclusion:After having gone over through the different styles of leadership, it can be come to a conclusion that over a period of time, a leader may find that winning formula is not producing the results it used to.



Table – Leadership Styles – Types

#	LEADERSHIP STYLE	BEHAVIOUR	WHEN TO USE IT ?	IMPACT ON OTHERS
1.	Charismatic Leader	<ul style="list-style-type: none"> Influences others through power of personality Acts energetically, motivating others to move forward Inspires passion May seem to believe more in self than in the team 	<ul style="list-style-type: none"> To spur others to action To expand an organisation's position in the marketplace To raise team morale 	<ul style="list-style-type: none"> Can create risk that a project or group will flounder if leader leaves Leader's feeling of invincibility can ruin a team by taking on too much risk Team success seen as directly connected to the leader's presence
2.	Innovative Leader	<ul style="list-style-type: none"> Grasps the entire situation and goes beyond the usual course of action Can see what is not working and brings new thinking and action into play 	<ul style="list-style-type: none"> To break open entrenched, intractable issues To create a work climate for others to apply innovative thinking to solve problems, develop new products and services 	<ul style="list-style-type: none"> Risk taking is increased for all Failures don't impede progress Team gains job satisfaction and enjoyment Atmosphere of respect for others' ideas is present
3.	Command And Control Leader	<ul style="list-style-type: none"> Follows the rules and expects others to do the same 	<ul style="list-style-type: none"> In situations of real urgency with no time for discussion When safety is at stake In critical situations involving financial, legal, or HR issues In meeting inflexible deadlines Demands immediate compliance Engages in top-down interactions Is the sole decision maker 	<ul style="list-style-type: none"> If used too much, feels restrictive and limits others' ability to develop their own leadership skills Others have little chance to debrief what was learned before next encounter with leader
4.	Laissez-faire Leader	<ul style="list-style-type: none"> Knows what is happening but not directly involved in it Trusts others to keep their word Monitors performance, gives feedback regularly 	<ul style="list-style-type: none"> When the team is working in multiple locations or remotely When a project, under multiple leaders, must come together by a specific date To get quick results from a highly cohesive team 	<ul style="list-style-type: none"> Effective when team is skilled, experienced, and self-directed in use of time and resources Autonomy of team members leads to high job satisfaction and increased productivity
5.	Pace Setter	<ul style="list-style-type: none"> Sets high performance standards for self and the group Epitomises the behavior sought from others 	<ul style="list-style-type: none"> When staff are self-motivated and highly skilled, able to embrace new projects and move with speed When action is key and results are critical 	<ul style="list-style-type: none"> Cannot be sustained too long, as staff may "burn out" from demanding pace Results delivered at a speed where staff can't always keep up with
6.	Servant Leader	<ul style="list-style-type: none"> Puts service to others before self-interest Includes the whole team in decision making Provides tools to get the job done Stays out of limelight, lets team accept credit for results 	<ul style="list-style-type: none"> When leader is elected to a team, organisation, committee, or community When anyone, at any level of the group, meets the needs of the team 	<ul style="list-style-type: none"> Organisations with these leaders often seen on "best places to work" list Can create a positive culture and lead to high morale Ill-suited if situation calls for quick decisions or meeting tight deadlines
7.	Situational Leader	<ul style="list-style-type: none"> Links behavior with group's readiness Includes being directing and supportive, while empowering and coaching 	<ul style="list-style-type: none"> Where ongoing procedures need refinement, reinvention, or retirement 	<ul style="list-style-type: none"> Can be confusing if behavior changes unpredictably and too often Can reduce uncertainty as leader adapts behavior appropriately
8.	Transformational Leader	<ul style="list-style-type: none"> Expects team to transform even when it's uncomfortable Counts on everyone giving their best Serves as a role model for all involved 	<ul style="list-style-type: none"> To encourage the group to pursue innovative and creative ideas and actions To motivate the group by strengthening team optimism, enthusiasm, and commitment 	<ul style="list-style-type: none"> Can lead to high productivity and engagement from all team members Team needs detailed-oriented people to ensure scheduled work is done



Source: 'Samashti'- an in-house Magazine of NCC, Oct-Dec,2013,Issue 28. PP.4,5.

New challenges require new leadership skills, behaviors and ways of communicating. It is time to learn familiar leadership approach, recognize limitations and adopt *suo loco* leadership style to become the leader one needs to be. Therefore experience says that it is always better to mix and match any of the above leadership styles to engage the team and to attain the goals. The leader shall introspect his leadership style to discern what he is doing right and what he might be missing. Further the Experience and analytical studies divulged that there is no particular leadership style is either good

or bad. It squarely depends on how leaders use a particular style, that determines success or failure. Certain studies also divulged that the OBM style is being popularized by Fred Lutkans. In fact, it is a refined form of the time-worn ' carrot and stick' style of supervision. Albeit, in actual practice, managers use a mixed leadership style according to the circumstances that prevailed in the organization by and large. Before epilogue, it is an apt to quote here the buzz words "The key to successful leadership today is influence, not authority"- Dr.Ken Blanchard.

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