

## Chapter - 5

### Leadership

Leadership holds a vital place in world of management. The success and failure of an organisation to an extent depends upon the responsible leadership. In the absence of effective leadership no organisation can climb the ladder of success. In any organisation work performed by a group can be implemented effectively with the help of efficient leadership. Manager should fulfil his leadership responsibility effectively to ensure success of organisation. According to Peter F Drucker "Manager is a major and scarce resource of production in any organisation. The important reason of failure of most organisations is ineffective leadership."

#### Meaning and Definitions

Leadership has been defined differently by different scholars, Behavioural Management thinkers have defined leadership as a process of influencing others. While other management thinkers have defined, leadership as an art to give directions and instructions to followers to achieve organisational goals. In general terms, leadership is that quality of an individual which he guides others. Some of the important definitions of leadership are as follows:

According to Chester I Barnard, "*Leadership is that behavioural quality of individuals where they guide individuals or their activities in group effort.*"

According to Wehrich and Koontz, "*Leadership is the art or process of influencing people so that they strive willingly and enthusiastically towards the achievement of group goals.*"

According to George R Terry, "*Leadership is the ability to influence others to willingly contribute for mutual goals.*"

According to Franklin G Moore, "Leadership is the ability to prepare individual for action according to the wishes of the leader."

According to Keith Davis, "*Leadership is the ability to persuade others to seek defined objectives*

*enthusiastically. It is the human factor which binds a group together and motivated towards the goals.*" Thus it is clear that leadership is an individual quality through which an individual influences desires of others to achieve organisational goals willingly and enthusiastically.

#### Characteristics of Leadership

The various characteristics of leaders are highlighted after studying various leadership definitions:

##### 1. Personal ability or quality

Leadership is a personal quality of a leader. It is a behavioral quality of a leader rather than physical quality. Leader through his behaviour influences others and motivate them to achieve predetermined objectives. Bernard has stated that leadership is that quality of individuals behaviour through which he directs and guides others.

##### 2. Followers

The leadership always presupposes followers, without followers a leader cannot exist. Leadership can only be exercised on subordinate a group of followers. In the absence of followers leadership is incomplete and meaningless.

##### 3. Art of Influencing

Under leadership a leader influences his followers in such a way that they are ready willingly to perform a task. A leader does not impose his wishes or desires on others rather he influences others by his direction and exemplifying his behaviour to willingly contribute to organisational goals.

##### 4. Community of Interest

A leader and his followers should always have common goal. If in any organisation the goals of leader and followers are different than leadership cannot be effective. George R. Terry has rightly said leadership is the activity of influencing people to strive willingly for mutual objectives.

##### 5. Leadership Ability can be Developed and Achieved

Traditional concept states that leaders are born they

cannot be made, but in modern times this concept has changed. Today leadership quality can be developed in a systematic way by constant education and training. To develop this ability help of working environment, rights and initiatives factors are used. Professor Ross and Hendry are of opinion that, “leadership ability takes birth, it grows and it can be achieved.”

#### **6. Based on Interpersonal Relationship**

Leadership is based on the interpersonal relationship between leader and subordinates, between leader and leader, between followers and followers. Thus leader influences his followers and at the same time gets influenced by the followers.

#### **7. Exemplary Conduct**

Followers are influenced by the conduct and behaviour of their leader. Thus the behaviour of leader should always be like a role model to the followers. His saying and doing should be similar. He should always show ideal behaviour to his followers so that they can follow the leader. According to Urwick, followers are not only influenced by what their leaders do, write but they are influenced by who leader is, what work he performs and how does he behaves.

#### **8. Dynamic Process**

Leadership is a dynamic and continuous process. The function of leadership is carried forward from establishment of organisation to its existence. Leadership's different techniques and methods can be used according to the different situations, thus leadership is conditional.

#### **9. Formal and Informal**

Leadership can be formal and informal. Though the position of leader is formal in an organisation but at times leader may initiate informal style of leadership to win the confidence of followers.

#### **10. All Managers are not Leaders**

One of the important characteristics of leadership is that all the managers are not leaders. A manager has authority to get the work done by the others but leaders get work done by the subordinates willingly. Thus leadership and management are different.

#### **Qualities of leadership**

Success and failure of any organisation depends upon the quality of leadership presented in

organisation. Thus a leader should have special qualities to be successful. Various scholars have identified different qualities of a leader. According to renowned scholars leaders should possess following qualities:

1. According to Henri Fayol, a leader should have following qualities

- Health and physical capabilities
- Competencies and mental balance
- Moral values
- Knowledge and
- Managerial abilities

2. According to Ordway Tead, good leaders should have following qualities:

- Knowledge of goals and directions
- Physical energy
- Friendliness and affection
- Enthusiasm
- Education
- Decision making ability
- Intellectual tact
- Sound Character
- Reliability
- Maturity
- Technical ability

3. According to Chester I Bernard, leader must have the following qualities:

- Decision Capability
- Responsibility
- Courtesy
- Intellectual Strength
- Energetic and Tolerance power
- Social Consciousness
- Beautiful Personality

4. According to the Stogdill, leader should have the following qualities:

- Physical and structural properties
- Intellectual abilities
- Self-confidence
- Will power
- Initiative
- Courage
- Excitement and enthusiasm
- Originality and alertness
- Socialism

5. C L Urwick has defined various qualities of leader such as:

- Courage
- Will power
- Flexibility of mind
- Knowledge
- Strong character

6. George R Terry has suggested the following qualities for a leader:

- Power
- Emotional stability
- Knowledge of human relations
- Self motivation
- Communication skills
- Social skills
- Technical competencies

After studying the point of view of various scholars it can be concluded that a leader should possess following qualities:

### **1. Sound Health**

A leader should possess sound health and physique. As it is rightly said that sound mind exists in sound body. Leader should have sound health and stamina to work hard, if a leader does not have good health than he will face lot of complications in getting task completed.

### **2. Sharp intelligence**

A leader should be intelligent to be successful. Leader with sound intelligence can only solve problems in complex situations with patience and maturity. Various studies have concluded that a leader should be more intelligent in comparison to his followers.

### **3. Self confidence and Willpower**

Effective leader should have self confidence and will power. A leader with self confidence can win easily the confidence of others. L.F. Urwik has rightly said that, "To gain full confidence of followers a leader should be self confident." Self confidence is the first step towards success. In the absence of will power leader cannot achieve his goals effectively. Complex and complicated task can also be completed easily with strong will power.

### **4. Vitality and Tolerance**

A leader should always remain viable and not lose patience in difficult and uncertain times. Than only leader can give right direction to his followers. A

leader with strong tolerance quality has harmonious relations with his subordinates.

### **5. Sound character**

A leader should possess sound character which can inspire others. If character of leader is weak then he cannot inspire his followers. As it is rightly said, that loss of character is loss of everything. Thus a leader should always possess strong and sound character.

### **6. Capacity to take decisions**

A leader should have an exceptional decision making capabilities to become effective. A leader should have capabilities to select the best alternative to solve the problems looking at the current and future situations. Such alternatives can be selected on the basis of foresightedness and decision making capacity of a leader. In the absence of decision making capacity of a leader an organisation cannot achieve its objectives.

### **7. Teaching and Technical ability**

A leader should have analytical ability to evaluate the work of his followers and improve their performance by taking corrective actions. The leader should have ability to satisfy the curiosity of his followers and give them right direction. A leader should have knowledge of his work related activities, technology, rules and laws otherwise he cannot give right directions to his followers.

### **8. Motivating ability**

A leader should possess ability to influence his followers to work in a particular manner to achieve predetermined objectives. A leader should have knowledge of interest, feelings, emotions and needs of his followers so that he can satisfy his followers and motivate them.

### **9. Foresightedness**

A good leader should always be visionary, he should have ability to forecast future and make plans accordingly. In current scenario change is rapid and the leader who can forecast these changes can achieve success easily.

### **10. Human approach and capacity to build human relations**

Successful leaders always behave well with his followers. The main function of leader is to give direction and get the desired work done by the

followers. Thus a leader should have complete knowledge of follower's desires, emotions, strength and weaknesses. He should also know how to satisfy economic, social and mental needs of followers. On the basis of above facts only a leader can establish harmonious relationship with followers.

### **11. Sense of Responsibility**

A leader should have feeling of accepting the responsibility and fulfilling it. A leader can become effective only when he accepts responsibilities. A leader gets authority by virtue of his position, but authority always comes with responsibility.

### **12. Team Spirit**

Leader should always give importance to the group interest rather than his individual interest. He should always lay emphasis in achieving the organisational goals. If a leader ignores group interest then he can never become a good leader.

### **13. Social and Tactful**

Good leader should always be social and cooperative with others. He should incorporate feeling of mutual trust, team spirit and harmony amongst the followers. He should get cooperation from his followers by satisfying their needs. Thus a leader should change his social life and behaviour to inspire followers.

2. Discuss different features of Leadership.
3. Elucidate the qualities of a good leader as suggested by Henry Fayol.
4. Explain briefly any five qualities of a good leader.
5. Which all qualities a leader should possess, according to George R. Terry?

### **ESSAY TYPE QUESTIONS:**

1. What do you understand by 'Leadership'? Explain its features.
2. Elucidate the qualities required to become an efficient leader in management.
3. Explain in detail the benefits offered by Advertisement and limitations of Advertising.

## **EXERCISE**

### **VERY SHORT QUESTIONS:**

1. What do you mean by Leadership?
2. Describe a definition of Leadership?
3. Give any two features of Leadership?
4. State any two traits of Leader?
5. Why good health is required for a Leader?

### **SHORT ANSWERS QUESTIONS:**

1. Explain the meaning of Leadership.