

# Factors causing individual differences

## Individual Differences

An Individual is a combination of physiological and socio-psychological being.

**Physiological variables**: it includes

**Age**: The physiological characteristics of an individual changes over a period of time. This change affects the individual behaviour. This happens because of physical maturity of that individual.

**Sex**: The socio-psychological characters in an individual affects the individual. This is because of learning over the period of time by that individual.

All these physiological and socio-psychological variables together makes an individual unique and distinct compared to others.

# Factors causing individual differences

**Socio-psychological variables**: The various psychological processes like perception, learning, motivation helps in shaping the personality of the individual.

- These Processes does not operate in isolation environment but it is based on continuous interaction between person and environment .This interaction helps in shaping attitudes and values of that individual.

**Situational variables**: These situational variables also have an impact in the behaviour of individual. These variables like organisational structure, organisational processes like motivation, influence, communication and control have an impact over the behaviour of an individual. Other variables related to job, overall environment also affects his behaviour.

# Implications of Factors causing individual differences

- Managers can achieve desired behaviour from individuals by treating differently .
- Because of individual differences , individuals have different qualities and capacities and qualities required to perform various functions.
- Individual differences helps organisation to assign activities and take the best out of an employee.
- Individual differences helps management to design organisation structure adopt leadership and motivational techniques and control systems.

# LEADERSHIP

**Definition:** It is an interpersonal influence exercised in a situation directed through communication process towards attainment of a specific goal/goals.

It is a continuous process of influencing behaviour.

# Features of leadership

- It is continuous process of influencing behaviour.
- It is also seen in terms of a relationship between leader and his followers.
- The leader tries to influence the behaviour of individual or groups to achieve common goals. The followers willingly and actively work to achieve goals.
- Leadership helps the followers to achieve common goals.
- Leadership is exercised in a particular situation, given time under specific set of circumstances . So leadership styles varies at different situations.

# Difference between leadership and Management

- Leadership can be viewed as a process of influencing the behaviour of individual/group not based on reason. It may be one's own goal, friend's goal or not in alignment with organisational goals. But Management Exist in places where organisational structure which created roles.
- A manager has to perform all five functions of management .But leadership function comes under directing where behaviour is directed to get maximum use of subordinates ability.
- Thus leadership is a part of management and not all of it.
- so a strong leader can be a weak manager and a manager can be weak leader who is also a acceptable manager.

# Importance of leadership

Leadership is an a important factor for making any type of organisation successful. It has been recognized that difference between success and failure largely depends on leadership.

Our study is concern only about manager as a leader. Without a good leader organisation cannot function effectively and efficiently.

The importance of leadership are

- **Motivating employees**: A good leader by exercising his leadership motivates his employees for high performance. Higher the motivation , better would be the performance.
- **Creating confidence**: A good leader may create confidence in his followers by directing, giving advice and getting good results through them.
- **Building morale**: Morale is ‘attitude of employees towards organisation, management and voluntary co-operation to offer their ability to organisation’. High morale leads to high productivity and stability of organisation.

# Leadership Theories

## Charismatic Leadership Theory/Great Man Theory:

- Charismatic leaders are those who inspire followers and have major influence on their organisations through their personal vision and energy.
- Charismatic leaders have very high levels of referent power and that some of that power comes from their needs to influence others.
- Charismatic leaders have extremely high levels of self confidence, dominance and strong conviction , ability to convince the followers
- Charismatic leaders communicate a vision that captures the commitment and energy of followers.



## Implications of Charismatic Leadership Theory

- Leaders in general and particular have some exceptional in-born leadership qualities which are bestowed upon them by divine power .
- These in-born qualities are sufficient for a leader to be successful.
- Since these qualities are in-born so these cannot be enhanced through education and training.
- These qualities are personal in nature and cannot be shared.
- These leadership qualities make a leader effective and situational factors do not have any influence.

# Trait Theory

The weakness of charismatic leadership theory gave way for realistic approach towards leadership. So many researchers accepted the fact that leadership traits are not completely inborn but can be acquired through learning and experience.

Trait Theory 'The idea was to determine what makes a successful leader from the leader's own personal characteristics'.

The research gave that traits like intelligence, attitudes, personality and biological factors are the traits for a successful leader.

# Trait Theory

- Other major research highlights that :
  - a) Physical and constitutional factors (Height, weight, physique, energy, health, appearance)
  - b) Intelligence
  - c) Self confidence
  - d) sociability
  - e) dominance
  - f) will( initiative , persistence, ambition)
  - g) surgency (Talkative, cheerfulness, enthusiasm, expressiveness, alertness and originality)

# Trait Theory

- Other research also suggests that some factors do help to differentiate leaders from non-leaders. The factors include high level of personal drive, desire to lead, personal integrity and self confidence.
- Thus on the basis of many research and their outcome on traits that successful leaders possess can be classified as **Innate traits and Acquirable traits**

**Innate traits**: Innate traits or qualities are those which are possessed by individuals since their birth and considered God gifted. The qualities are:

Physical features

Intelligence

# Trait Theory

Physical features: Physical features are determined by hereditary factors.

- Physical characteristics and rate of maturity determine the personality formation.
- Features like height, weight physique, health and appearance plays a important role in leadership.

Intelligence : High level of intelligence is required for leadership. The intelligence of a person can be increased through various training methods.

**Acquirable Traits** :The acquirable qualities of leadership can be acquired and increased by various processes. The major qualities are:

1. Emotional stability: A leader should have high level of emotional stability. He should be free from bias, well adjusted, no anti-social attitudes, self confident and believes that he can meet most situations successfully.

# Trait Theory

- 1) Human relations: A successful leader should have high adequate knowledge of human relations and how to deal with human beings.
- 2) Empathy: The successful leader should have the ability to look things objectively and understand them from others point of view.
- 3) Objectivity: What a leader does should be based on the facts and information and not based on the emotions.
- 4) Motivational skills: There are many external ways by which we can motivate a person for high performance. But the inner drive in persons which has to be motivated .so leader should know how he has to motivate the inner drive of individuals.

# Trait Theory

5) Technical Skills: The leader of people should have the ability to plan, organise, delegate ,analyse , seek advice, make decisions, control and win co-operation. This requires use of important abilities which is the technical competence skills of the leader.

6) Communicative skills: A successful leader knows how to communicate effectively. The leader uses communication skillfully for persuasive, informative and stimulating people.

7) Social skills: A successful leader has social skills .He understands people, knows peoples strengths and weakness. He has the ability to work with people.

Implications of this theory: According to this theory:

- Leader requires some traits and qualities to be effective
- Many qualities may be developed in individuals through training & Development Programmes.

# Behavioural Theory

This theory emphasizes that strong leadership is the result of effective role behaviour.

The leaders to operate effectively, A group needs someone to perform TWO major functions:

- ❖ Task related functions/Problem solving function
- ❖ Group maintenance function/social function.

Task Related Function: It is the function that is related to providing solutions to problems faced by group in performing jobs and activities.

Group Maintenance Function: It is the function that is related to actions of mediating disputes and to ensure that individuals feel valued by the group.

So a leader who is able to perform both the functions successfully is a effective leader. For these two roles , two different sets of behaviour of leader is needed which is known as Leadership styles.

Leadership behaviour are viewed in TWO ways:

Functional behaviour

Dysfunctional behaviour



# Behavioural Theory

Functional Behaviour : This behaviour includes functions like setting clear goals, motivating employees for achieving goals, raising the level of morale, building team spirit, effective two-way communication.

Dysfunctional Behaviour: This behaviour is unfavourable for followers and implies ineffective leadership. It includes inability to accept employees ideas, display of emotional immaturity, poor human relations.

## Implications of this theory:

- This theory shapes the behaviour which is said to be functional and discard dysfunctional behaviour.

# Situational leadership Theory/ Contingency Theory

This situational leadership approach was applied for the first time in Armed forces of Germany with the objective to get Generals under different situations in the year 1920.

The important focus of this theory is on the situation in which leadership is exercised. So effectiveness of leadership will be affected by factors associated with the leader and factors associated with the situation.

The various factors affecting leadership effectiveness may be broadly classified into Two categories:

Leader's behaviour and Situational factors.

Leader's behaviour:

The leader's behaviour is affected by TWO variables viz: leader's characteristics and his hierarchical position in the organisation.

Leader's characteristics: The leader's characteristics are his intelligence, ability, personality characteristics, attitudes, interest, motivation. It also includes physical characteristics like age, sex and physical features. All these factors are internal to leader.

# Situational leadership Theory/ Contingency Theory

- Leader's Hierarchical Position: leaders Hierarchical position in the organisation is an important factor. Persons at different levels face different kinds of problems which affect the degree of participation between the superior and his subordinates.
- Managers at higher levels are more concerned with long run complex problems and this requires more participation and require high level of participation of leaders.
- But managers at lower levels are more concerned with short run problems which involves daily operations and does not require high level of participation of leaders.
- Thus the degree of participation affects the leader's behaviour.

# Situational characteristics

The various situational factors may be grouped into four categories:

Subordinate characteristics, Leader's situation, Group factors and organisational factors.

Subordinate characteristics: The subordinates characteristics are his intelligence, ability, personality characteristics, attitudes, interest, motivation. It also includes physical characteristics like age, sex and physical features.

Leader's situation: There are two important variables which determine the leader's situation. They are leader's position power and leader-subordinate relations.

The leader's position power helps/hinders in influencing others. Higher-position power simplifies the leader's task of influencing others and low-position power which makes leader's task more important.

The leader-subordinate relations suggests that there is two way influence in social relationship. So good followers succeed in their own jobs with the help of leaders and also they in turn help their leaders to succeed.

# Situational leadership Theory/ Contingency Theory

Group factors: Various group factors like task design, group composition, group norms, group cohesiveness and peer group relationship affect leadership effectiveness and performance .

Organisational Factors: Organisational factors like organisational climate and organisational culture affect leadership effectiveness.

# Situational leadership Theory/ Contingency Theory

## Implications of this theory:

- It provides information as to why a leader who is successful in one situation fails when there is change in the situation.
- Managers might do better by adopting management practices including leadership which match with the situational variables.
- This theory is complex in practice because of many contingent factors.

# LEADERSHIP STYLES

Leadership styles : These are patterns of behaviour which a leader adopts in influencing the behaviour of his followers.

The various leadership styles are based on **behavioural approach and situational approach**.

Based on behavioural approach:

- Power orientation
- Leadership as continuum
- Employee – Production orientation
- Likert's Management system
- Tri-dimensional grid

Based on situational approach:

- Fiedler's contingency approach
- Hursey and Blanchard's situational Model
- Path-Goal Model

# Power Orientation

○ Power orientation approach of leadership styles is **based on the degree of authority/power** which a leader uses in influencing the behaviour of subordinates.

○ Based on the degree of use of power there are THREE leadership styles –

**1. Autocratic Leadership style.**

**2 . Participative style of leadership**

**3. Free-Rein style of leadership.**

Autocratic style of Leadership:

- In this style of leadership, Managers centralizes the decision making power within himself.
- The employees do what they are told to do
- This type of leadership may be considered negative because followers are not informed, insecure and afraid of leadership authority.



# Power Orientation

There are THREE categories of Autocratic Leadership styles. They are

- a. Strict Autocrat
  - b. Benevolent Autocrat
  - c. Incompetent Autocrat
- Strict Autocrat: The leader follows a strict autocratic style. His method of influencing subordinates behaviour is through negative motivation ( By criticizing subordinates , Imposing penalty etc.,)
  - Benevolent Autocrat: The leader follows a centralized strict decision making with him. But his style of motivation of subordinates is Positive. Because he follows a positive style of motivation, he is effective in all situations. Some subordinates like to work under strong authority structure.
  - Incompetent Autocrat: The superior/Leader adopt this style of leadership in order to hide their incompetency as they get exposed to their subordinates.

# Advantages of Autocratic style of leadership

1. Some subordinates prefer to work under strict authority structure.
2. It provides string motivation and reward to managers
3. There is a quick and single man decision
4. Less competent subordinates do have scope to work in organisation.

## Participative /Democratic / Consultative/Ideographic style of leadership

- A manager who follows participative style of leadership decentralizes his decision making process.
- In his decision making process, he stresses consultation and participation of his subordinates.
- Here subordinates are broadly informed about their jobs and conditions affecting them.
- Because there is consultation and participation of his subordinates , there is emergence of suggestions and new ideas. The participative style can be REAL / PSEUDO.

Real: The superior gives credit to subordinates suggestions and ideas.

Pseudo: The superior says about participation in theory but in practice he does not prefer to do so.

The various techniques by which participative leadership is adopted in organisation are by Democratic supervision, Production committees, suggestion programmes and multiple management.

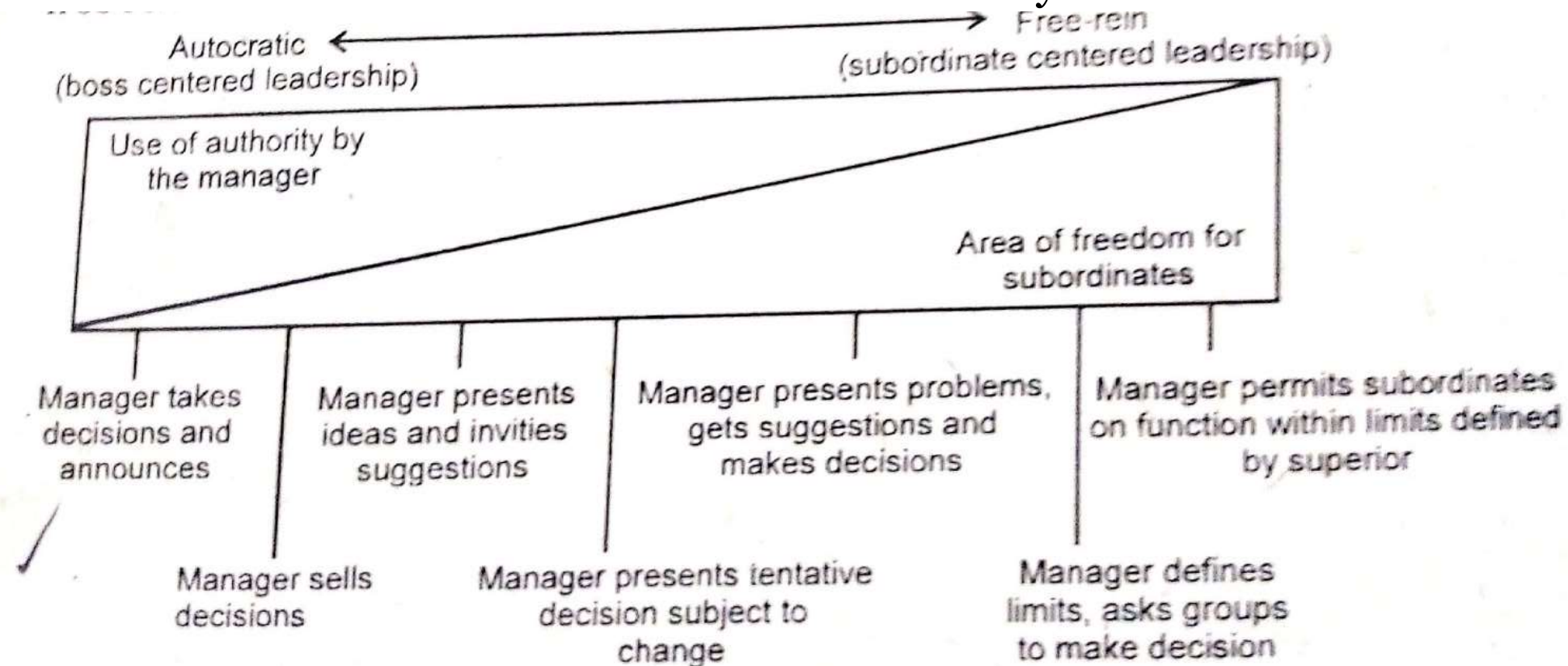
# Free Rein/Laissez Faire Style of Leadership

- In this style of leadership there is complete freedom to subordinates.
- In this style managers determine the policies, programmes and limitations for action.
- The entire process is left with the subordinates.
- Here the group members perform everything and the managers maintains contacts with outside persons to bring information and necessary materials of the group.
- This style is suitable to certain situations here managers leave the choices to the group. So it helps the subordinates to develop their personality.

# Leadership as Continuum

There are various styles of leadership between Autocratic and Free rein.

**Tennenbaum and Schmidt** have shown that there are broad range of styles on the Continuum from free rein one end and Authoritarian style at the other end.



# Leadership as Continuum

- The above figure presents a range of leadership behaviour available to a manager.
- Each type of behaviour represents a degree of authority used by the leader and degree of freedom enjoyed by subordinates.

The Left side ----- It is the style where control is maintained by a manager

The right side----- Release of control

The Question now is

*AT WHAT POINT ALONG THE CONTINUUM SHOULD A MANAGER ADOPT HIS LEADERSHIP BEHAVIOUR?*

There is no readymade answer .But it depends upon THREE factors

1. Forces in Manager
2. Forces in subordinates
3. Forces in situation

# Leadership as Continuum

## 1. Forces in the Manager:

- It refers to managers value system.
- His confidence in his subordinates
- His own leadership inclinations.
- His feeling of security in uncertain situations.

## 2. Forces in subordinates:

- It refers to subordinates need for independence.
- Readiness to assume responsibility for decision making
- Level of tolerance for ambiguity, understanding and identifying organisation's goals.
- Interest in problems
- Knowledge and experience to deal with problems

# Leadership as Continuum

## 3. Forces in situations:

- It refers to the type of organisations, group effectiveness, time pressure and problems.

In the year 1973, **Tennenbaum and Schmild** developed another pattern of choosing leadership behaviour. He said that changes in social system, Organisation's environment, and more factors in situational variables affect the leadership pattern.

But these forces lie outside the organisation. So a “New continuum of Leadership” pattern has evolved which is more complex in nature.



# Likert's Management System

Likert and his associates have studied the patterns and styles of managers and they have developed concepts and approaches in understanding leadership behaviour.

He has given a continuum of FOUR systems of management . He has taken SEVEN variables of different management systems. This variable includes Leadership, motivation, communication, interaction-influence, decision making process, goal–setting and control process.

# Likert's Management System ( Partial )

Exhibit 14.1 Likert's Systems of Management Leadership

Leadership variable	System 1	System 2	System 3	System 4
Trust and confidence in subordinates.	Has no trust and confidence in subordinates.	Has condescending confidence and trust in subordinates, such as master has to a servant.	Substantial but not complete confidence and trust; still wishes to keep control of decisions.	Complete confidence and trust in all matters.
Subordinates' feeling of freedom.	Subordinates do not feel at all free to discuss things about the job with their superior.	Subordinates do not feel very free to discuss things about job with their superior.	Subordinates feel rather free to discuss things about the job with their superior.	Subordinates feel completely free to discuss things about the job with their superior.
Superior seeking involvement with subordinates.	Seldom gets ideas and opinion of subordinates in solving job problems.	Sometimes gets ideas and opinions of subordinates in solving job problems.	Usually gets ideas and opinions and usually tries to make constructive use of them.	Always gets ideas and opinion and always tries to make constructive use of them.

(Adapted from Rensis Likert, *The Human Organisation*, New York: McGraw-Hill, 1967, p. 4)

# Likert's Management System

Likert's four system of Management in terms of leadership styles may be referred to as

Exploitative Autocratic - System 1

Benevolent Autocratic - System 2

Participative - System 3

Democratic - System 4

Likert on the basis of intensive research has shown that high producing departments in several organisations are of System 4.

Likert has also isolated THREE variables which are representative of his total concept of system 4. They are

- a) The use of supportive relationship by managers
- b) The use of group decision making and group methods of supervision
- c) His high performance goals.

# EMPLOYEE-PRODUCTION ORIENTATION

- At Survey Research Centre at University of Michigan, USA a study was made to study the leadership behaviour by locating clusters of characteristics which are related to each other and various indicators of effectiveness.
- The studies identified TWO concepts which is Employee Orientation and Production Orientation.

Employee Orientation: It stresses the relationship aspects of employees jobs. It also stresses that every individuals is important and takes interest in every one , accepting their individuality and personal needs. This is considered as parallel to Democratic concept of leadership behaviour.

Production Orientation: It stresses Production and technical aspects of jobs and employees are taken as tools for accomplishment of jobs. This is parallel to authoritarian concept of leadership.

# Ohio State University studies

Also at the same time ,Bureau of Research , Ohio State University carried out a study to identify various dimensions of leader behaviour . This studies have TWO dimensions- Initiating structure , Considerations.

Initiating Structure: It refers to leader's behaviour precisely the relationship between himself and members of work group and trying to establish well defined patterns of organisations , channels of communication, methods and procedures.

Consideration: It refers to behaviour indicative of friendship , mutual trust, respect, and warmth in relationship between leader and members of his staff.

The research shows that Initiating Structure and Consideration are two separate distinct dimensions. Based on the above study leadership behaviour can be drawn as a 4 quadrant. The 4 quadrants show various combination and in each quadrant there is relative mix of IS and C

# Ohio State University studies

High Consideration and Low Structure	High Structure and High Consideration
Low Structure and Low Consideration	High Structure and Low Consideration

**FIGURE 14.3 The Ohio State leadership quadrants**

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# Managerial Grid

This leadership style is a Managerial Grid developed by **Blake and Mouton**.

The theory states that leadership style consists of factors of task-oriented and relation- oriented behaviour in various degrees.

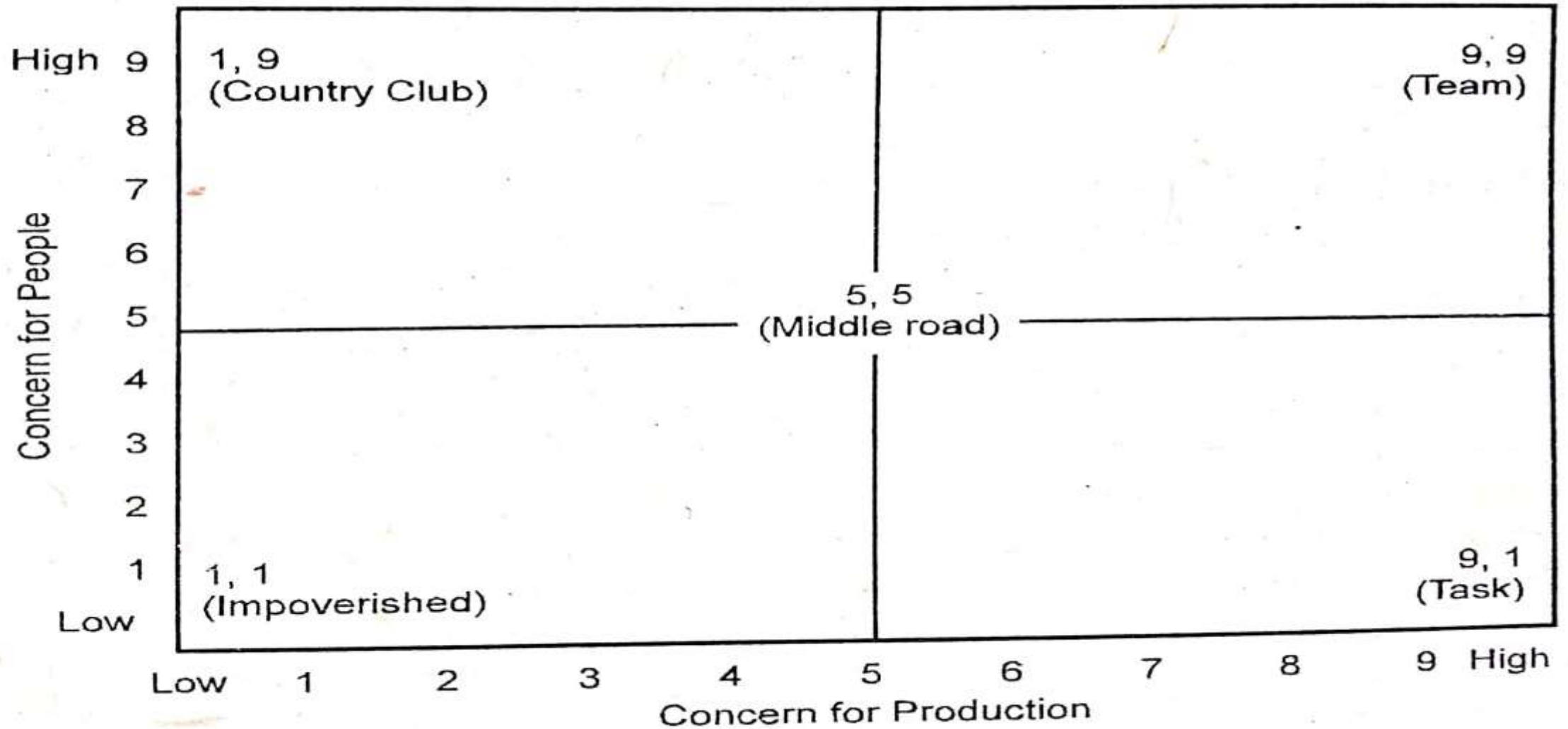
The Term “ CONCERN FOR ” refers to how managers are concerned for people or Production and not on “HOW MUCH” production we get out of the group.

Concern for Production – The attitudes of superiors towards a variety of things like quality of policy decisions, procedures and processes, creativeness of research, quality of staff services, work efficiency and volume of output.

Concern for People – It includes degree of personal commitment towards goal achievement, maintaining the self esteem to workers, responsibility based on trust and satisfying inter-personal relations.

Based on the above factors there are FIVE Leadership styles identified by **Blake and Mouton**.

# Managerial Grid



**FIGURE 14.4 The managerial grid**



# Managerial Grid

(1,1) – **Impoverished Style** :Exertion of minimum effort is required to get work done and to sustain organisational morale.

(1,9) – **Country club style** : Thoughtful attention to needs of people leads to a friendly and comfortable organisation atmosphere and work tempo.

(9,1) – **Task Style**: Efficiency results from arranging work in such a way that human elements have little effort.

(9,9) – **Team style** – Work accomplishes is from committed people with interdependence through a common stake in organisation purpose and with trust and respect.

(5,5) –**Middle road style** – Adequate performance through balance of work requirements and maintaining satisfactory morale.

Each style points out the relative contents for production or people. The most desirable leader behaviour is (9,9) .**Blake and Mouton** has also developed training programmes to change managers towards (9,9) management style.

# Managerial Grid

- It is useful device to a manager for identifying and classifying managerial styles.
- It helps managers to understand why he gets the reaction that he gets from his subordinates.
- It also helps managers to know alternative styles that are available.
- In this grid, emphasis is on four corners and the mid-point of grid and extreme positions are rarely found in working conditions.

# Tri-Dimensional Grid

The 3 D Grid is also known as 3-D Management. The 3 Dimensions represent Task-orientation, Relationship-orientation, and effectiveness. This is done by adding an effectiveness dimension to the task-oriented and relationship-oriented behaviour dimensions.

**Reddin** has integrated concepts of leadership styles with the situational demand of specific environment.

Task Orientations(TO): it is defined as the extend to which a manager directs his subordinates efforts towards goal attainment.it is characterized by planning, organising and controlling.

Relationship Orientations(RO): it is defined as the extend to which a manager has personal relationships. It is characterized by mutual trust, respect for subordinates ideas and suggestions.

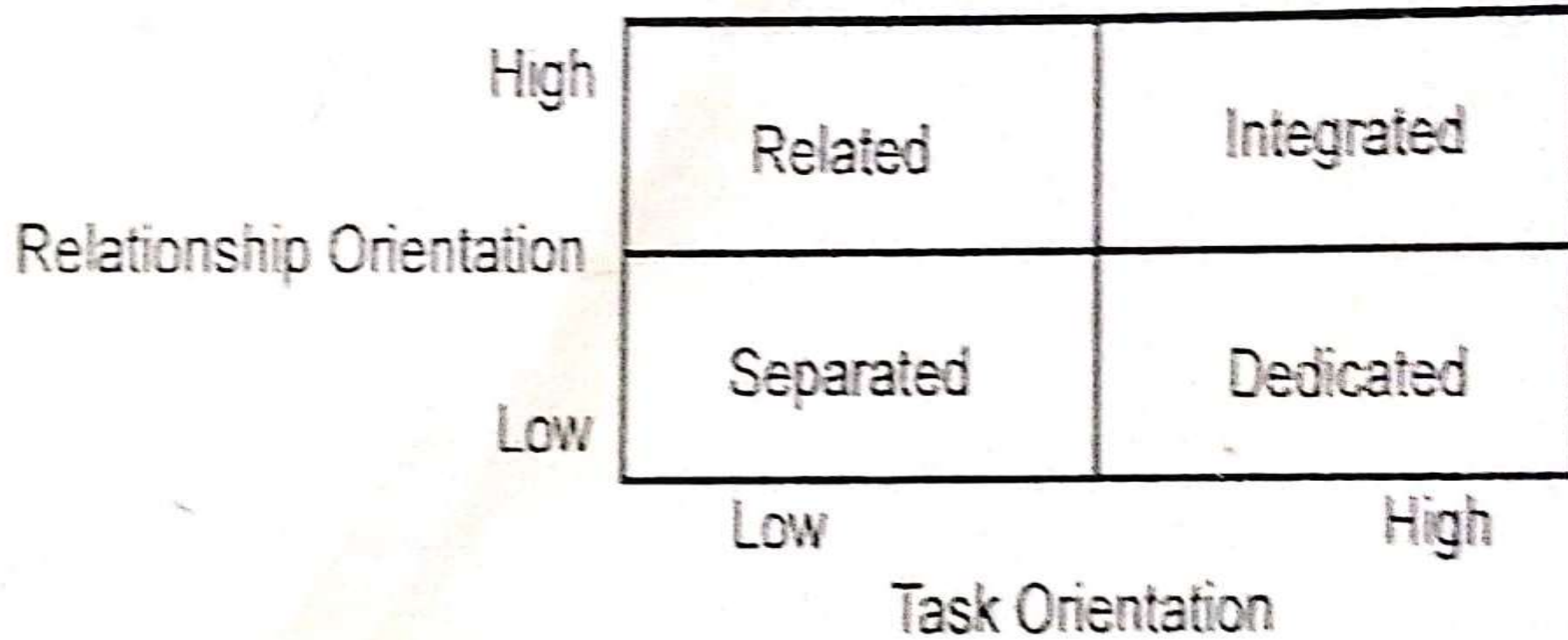
# Tri-Dimensional Grid

Effectiveness: It is defined as the extend to which a manager is successful in his position.

When the style of a leader is appropriate to a given situation it is termed as effective and when it is inappropriate to a given situation it is in effective. So the difference between effective and ineffective is not the actual behaviour, but the environment in which it is used.

Thus the degree of TO or RO or a combination of both is used by leaders. So there are four styles that leaders use.

# Tri-Dimensional Grid



**FIGURE 14.5 Task and relationship orientation**

# Tri-Dimensional Grid

These four styles represent four basic types of behaviour.

Separated Manager: He is concerned with correcting deviations. He writes rules and policies and enforces them.

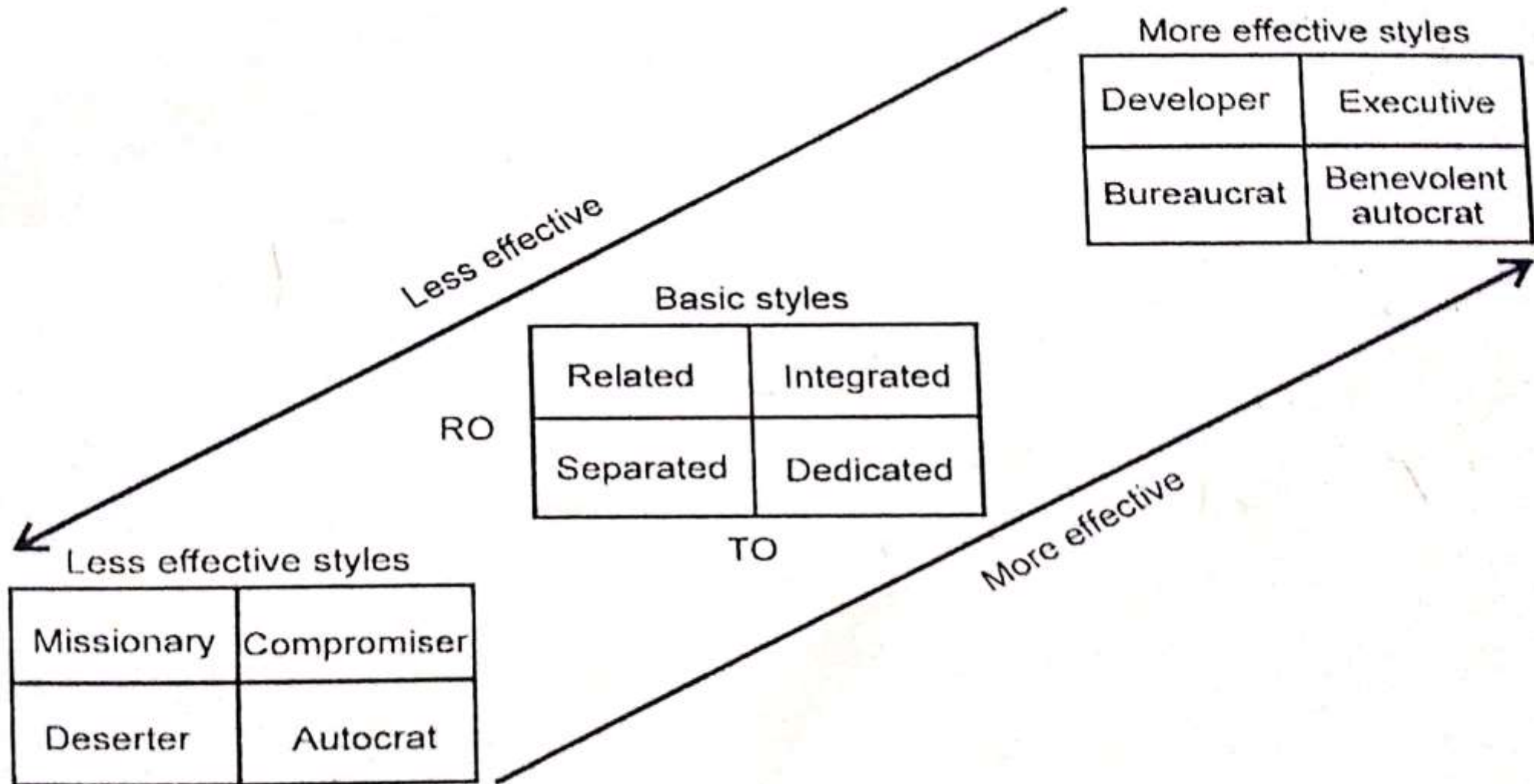
Related Manager: He accepts others and obtains co-operation of others by setting examples.

Dedicated Manager: He is Domineering interested only in production and does not identify with subordinates. He cannot work without power.

Integrated Manager: he gets himself and his people involved with the organisation. There is free two-way communication and strong identification and emphasis on team work.

Any of the above styles will be effective in some situations only. so each of these styles have a less effective as well as more effective one.

# Tri-Dimensional Grid



**FIGURE 14.6 Tridimensional grid**

# Tri-Dimensional Grid

Thus the four basic styles results in eight styles. These eight styles result from the eight possible combinations of task-orientation, relationship- orientation and effectiveness.

<i>Basic style</i>	<i>Less effective style</i>	<i>More effective style</i>
Integrated Dedicated Related Separated	Compromiser Autocrat Missionary Deserter	Executive Benevolent Autocrat Developer Bureaucrat

**FIGURE 14.7** More and less effective styles



# Tri-Dimensional Grid

Based on the above, the following are ineffective styles.

**Deserter:** Managers who follow this style possess low task and low people orientation and is completely alienated from organisational life, avoids involvement, does not take responsibility and has low commitment and believes in minimal output and works to rule.

**Missionary:** Managers shows interest only in harmony ,believes in easy life, avoids conflict and does not take initiative. His objective is to keep his colleagues, subordinates and superior happy.

**Autocrat:** He concerned with only immediate jobs and has no concern for others his decision is unilateral and centralized demands obedience of authority and relies on negative motivation.

**Compromiser:** he uses high task and relationship orientation in situations that may not require, poor decision maker, allows pressures in situations to influence him too much.

# Tri-Dimensional Grid

The following are effective styles

**Bureaucrat:** He has high orientation towards organisational rules and regulations, he has less task and relationship oriented , produces only few ideas and does not take initiatives.

**Developer:** he shows implicit trust in people, relies on high relationship orientation and less task orientation ,believes in commitment to work, openness, freedom to act, self-expression and development of subordinates.

**Benevolent Autocrat:** he is directive manager and knows what he wants and also gets it, he is high task and less people oriented, adopts positive economic motivation for getting things done .

**Executive:** he is high task and high relationship orientation, emphasized team management, task is regarded as interdependent and integrated . This style acts as a powerful motivational instrument in the organisation .his style is considered as Democratic style of leadership.

# Tri-Dimensional Grid

This model recognizes that a manager may use more than one style and no single style is suggested to be appropriate in all situations. This model also emphasizes that all styles have equal chance of occurring in different situations

This model gives a clear and complex picture of managerial world in which each manager operates.

# Model based on Situational approach

**Fiedler's contingency model**: This model has basic contention that ' The appropriateness of leadership styles depends on their matching with situational requirement.

Fiedler along with his associates identified the various situational variables and their relationship with appropriateness of leadership styles.

Fiedler's model has THREE elements: Leadership styles, situational variables and their interrelationship.

Leadership styles: He has identified leadership styles on two dimensions: Task-directed and Human relations oriented.

Task Directed Style: it is primarily concerned with the achievement of task performance. The leader derives satisfaction out of task performance .

Human Relations style: He is concerned with achieving good interpersonal relations and achieving a position of personal prominence

# Fiedler's contingency model

**Situational variables:** We have studied many variables affecting leadership effectiveness. Fiedler has identified THREE critical dimensions of situation which affect the leaders most effective style. They are leader's position power, task structure and leader-member relations.

**Leader's position power:** This is determined by the degree to which a leader derives power from the position that he holds inside the organisation which enables him to influence the behaviour of others.

**Task structure:** Task structure refers to the degree to which the task requirements are clearly defined in terms of objectives, processes and relationship with other tasks. when the tasks are clear, the quality of performance can be easily controlled and group members can be held responsible for performance.

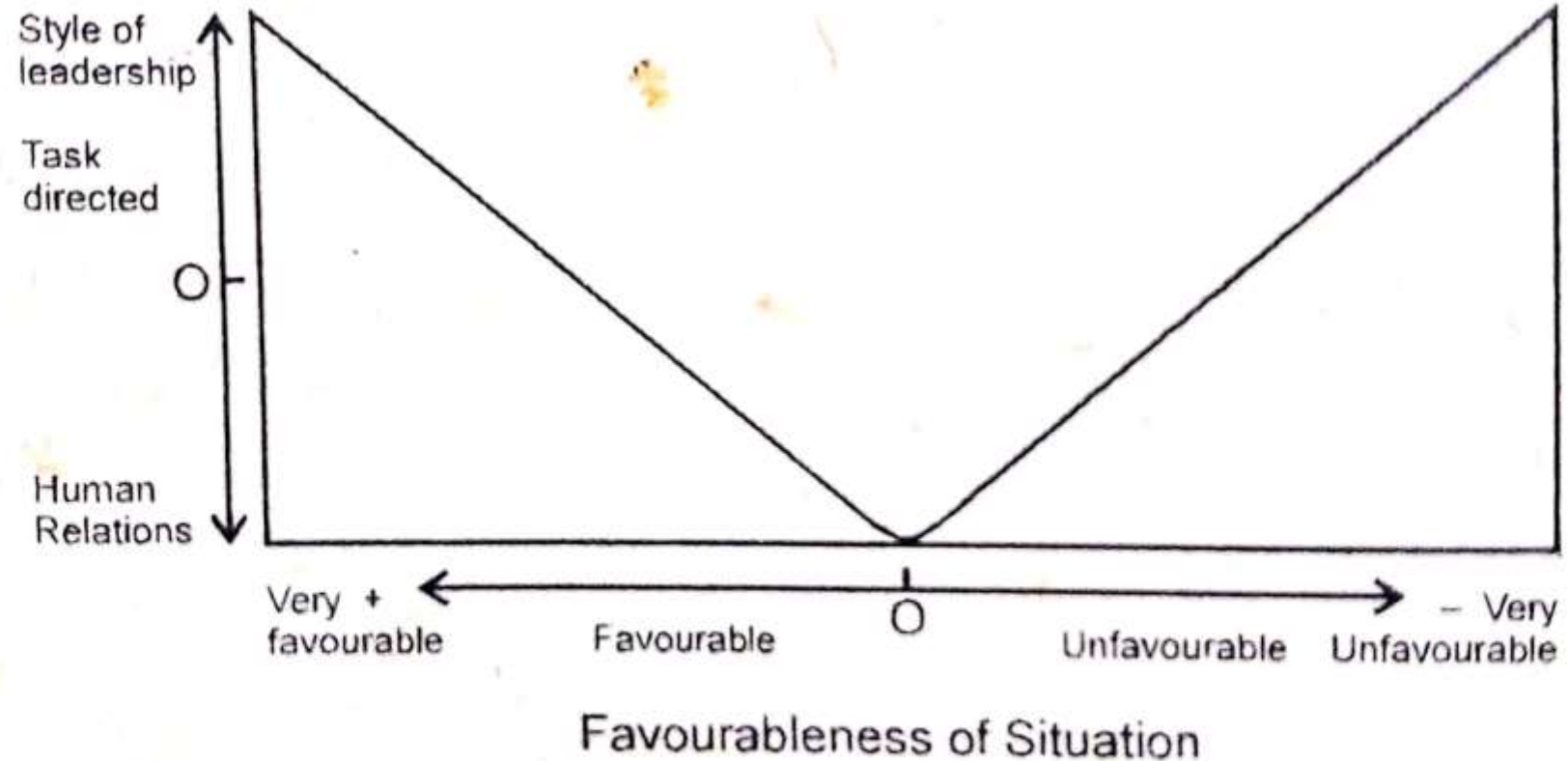
# Fiedler's contingency model

**Leader-member relations**: It refers to the degree to which followers have confidence, trust and respect in the leader.

- Fiedler has considered this dimension as the most important for a leader as his position power and Task structure are controlled by organisation. However a leader has to build his relations with group members on his own. If the group members have positive thoughts about the leader, then leadership will be more effective.

# Relationship between styles and situation

Fiedler highlights that the effectiveness of leadership style depends on the situation.



**FIGURE 14.9 Fiedler model of leadership**

# Relationship between styles and situation

- The Task-directed and Human relations-oriented styles tend to be effective in different situations.
- Task directed leadership tends to do better in group situations that are either very favourable or very unfavourable to the leader.
- Human relations-oriented style tend to be in a group situations that are intermediate in favorableness.
- A leader who makes a wrong decision in unfavourable situation is better than the leader who makes no decision at all.
- Human relations leader is more effective in intermediate range of favorableness of situation because he can get work done through his interpersonal skills.



## Implications of this theory

- No leadership style is appropriate for all situations. so there is nothing like THE BEST STYLE.
- The Managers can adopt the leadership styles according to the requirements of the situations.
- There is a need for matching leaders and job situations to achieve organisational effectiveness.

## Hursey-Blanchard's Situational Model/Life cycle theory of leadership.

- Hursey-Blanchard situational leadership model takes a different perspective of situational variables when compared to earlier model.
- He feels that the leader has to match his leadership style according to the needs of maturity of subordinates which moves in stage and has a cycle. So this theory is also called as **Model/Life cycle theory of leadership**.
- There are TWO basic considerations of this model: Leadership style , Maturity of subordinates .
  - Leadership styles: Leadership styles are classified into FOUR categories and based on the combination of two Dimensions : Relational behaviour and Task Behaviour.
  - Relationship behaviour: It is determined by socio-emotional support provided by leader.
  - Task Behaviour: It refers to the amount of guidance and direction provided by leader.

Combination of these two dimensions results into four leadership styles

## Hursey-Blanchard's Situational Model/Life cycle theory of leadership.

Subordinate's maturity: It refers to ability and willingness of the people for directing their own behaviour.

Ability refers to the knowledge and skills of an individual to do the job and is called as job maturity.

Willingness refers to the psychological maturity and is related to confidence and commitment of the individual.

The maturity of an individual/ group is related to specific task, function or objective. So maturity is not in a total sense.

## Hursey-Blanchard's Situational Model/Life cycle theory of leadership.

So when both the components of maturity –Ability and willingness- are combined we get FOUR Combinations.

Low ability and low willingness----- Low maturity

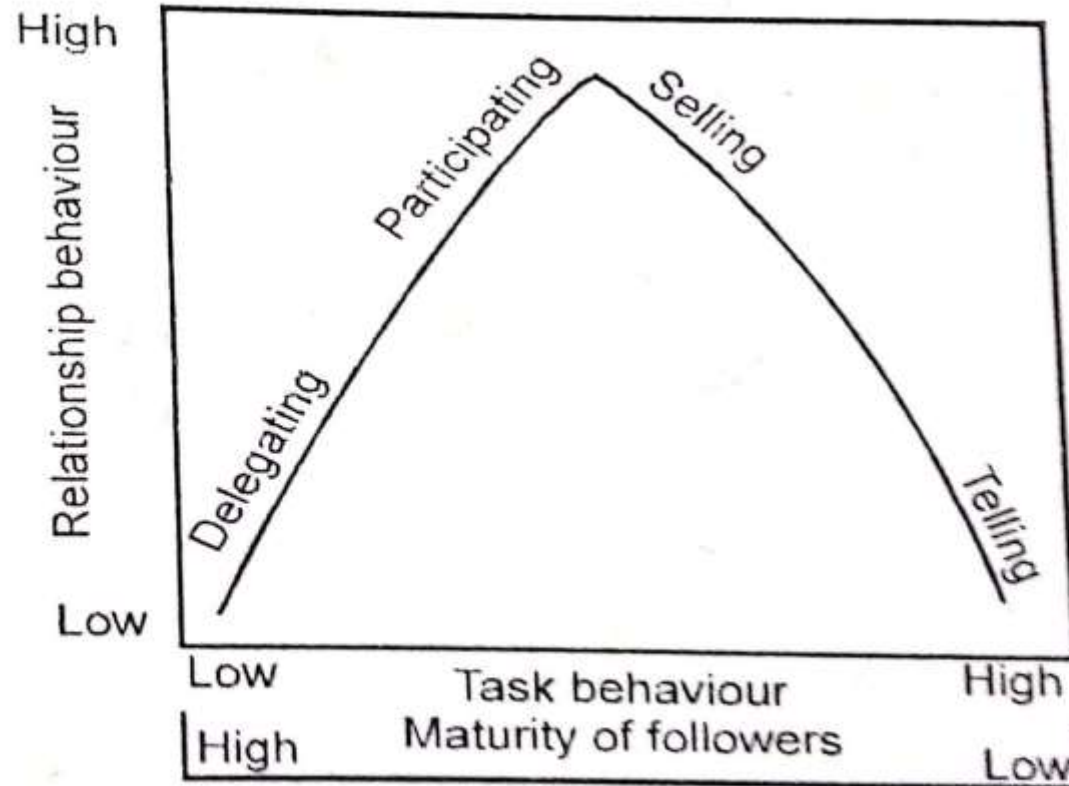
Low ability and high willingness-----Low to moderate maturity

High ability and low willingness----- Moderate to high maturity

High ability and high willingness----- High maturity

# Combining leadership styles with maturity

If we combine leadership style which is appropriate at given level of maturity, then a relationship is said to exist.



## 4.11 Hursey-Blarchard's model of situational leadership styles

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# Combining leadership styles with maturity

There are FOUR leadership styles based on the level of maturity .They are : Telling, Selling, Participating and Delegating.

Telling: when subordinates have low maturity( Neither they have ability nor they are willing to do) they require telling leadership style. It emphasizes directive behaviour and has high task behaviour and low relationship behaviour.

Selling: Subordinates who have moderate maturity and who have willingness but they lack ability , selling leadership style is appropriate. The subordinates require both supportive and directing behaviour which is linked with high task and high relationship behaviour.

# Combining leadership styles with maturity

Participating: Subordinates with moderate to high maturity who have ability to do but lack willingness require high external motivating factor. In these situations, participative leadership style with low task behaviour and high relationship behaviour is more appropriate.

Delegating: Subordinates with high maturity ( ability and willingness to work) do not require any leadership support .the most appropriate leadership style suites is delegating which involves low task behaviour and low relationship behaviour.

# Implications of Hursey-Blanchard's Situational Model

- This model has suggest that maturity level of subordinates and the maturity level changes there must be corresponding changes in leadership behaviour.
- This model helps to determine as what they should do in what circumstances.
- This model has provided training ground for developing people in organisations.
- This model is widely accepted by leaders who and have faith in participative leadership style.



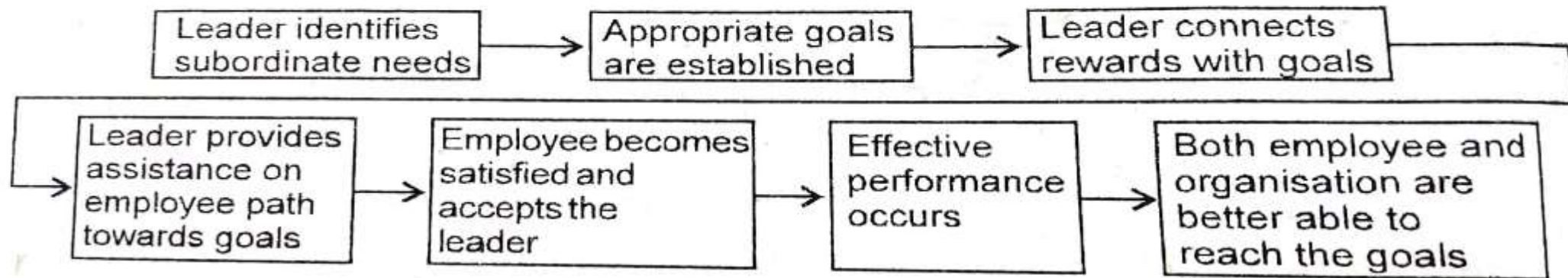
# Path-Goal Model of leadership

Robert House and his associates have developed this Path-Goal Model of leadership.

This model is a combination of situational leadership and Vroom's expectancy theory of motivation. This model also tries to find leadership effectiveness in different situations.

According to this model, the main function of a leader is to clarify and set goals with subordinates, to help them find the best path for achieving the goals and to remove obstacles to their performance and need satisfaction.

...satisfaction. This goal-path process is shown in figure 14.12.



**FIGURE 14.12 Path-goal leadership process**

...providing this path goal process the leader...

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# Path-Goal Model of leadership

In the path-goal process the leader adopts different leadership styles based on situations. so combination of - Leadership styles and situations- help employees achieve goals.

## Leadership styles under path-goal model

The leader may adopt any of the following styles depending on the situation. The are: Directive or Instrumental , Supportive, Participative and Achievement-oriented.

- Directive: The leader gives subordinates specific orders and makes it clear what is expected from them. The focus is on planning, organising , co-ordinating and controlling the activities of subordinates.
- Supportive: The leader shows the friendly behaviour to employees. He shows the concern for their needs and welfare and creates pleasant organisational climate.
- Participative: The leader makes the decisions with active participation of the employees, shares information and seeks suggestion.
- Achievement-oriented: The leader sets challenging goals , seeks improvement of performance.

# Path-Goal Model of leadership

## ○ Situational variables:

When exercising leadership styles the leader must consider two group of situational variables- Characteristics of subordinates and work environment.

- Characteristics of subordinates: There are Three important variables in each employee relevant to effectiveness of leadership. They are Locus of control , willingness to accept influence and self-perceived task ability.
- Work environment: work environment consists of nature of task, formal authority system and work group.
- Nature of task: Refer to degree of structuring of task.
- Formal authority system: Refers to degree of authority delegated to the leader for influencing the subordinates.
- Work group: Refers to the type of group in the organisation the employee belongs.

# Path-Goal Model of leadership

**Table 14.2: Leadership style and situations**

<i>Leadership style</i>	<i>Situation in which appropriate</i>
Directive	Positive effect on satisfaction and expectancies of subordinates working on unstructured task.
Supportive	Positive effect on satisfaction of subordinates working on dissatisfying, stressful or frustrating task.
Participative	Positive effect on satisfaction of subordinates who are ego-involved with non-repetitive task.
Achievement oriented	Positive effect on the confidence that the efforts will lead to effective performance of subordinates working on ambiguous and non-repetitive task.

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# Path-Goal Model of leadership

- This theory proposes that there is nothing like best leadership style which is appropriate in all situations. A leader who is able to reduce uncertainties of the task and sets clear paths are acceptable leader because he increases the expectations of the subordinates
- An appropriate style of leadership is the one that helps the subordinates to cope with the environmental ambiguity.