

ISSN : 2230-8717



The Matrix Educational Foundation's
Matrix Business School

Matrix Business Review (MBR)

Vol. - IV, Issue - 1 - February 2014 - January 2015

**RESEARCH
JOURNAL**



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Accelerated leadership styles in modern times

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Abstract

Leader has a bigger role to perform for any organization to be distinct, flourishing and systematic. He has a higher purpose not only for himself but for the organization and the society as a whole. While, status, greed for power, money, hunger for fame, self-centric approach can be framed as de-escalation of values; whereas self-actualization, generosity, commitment, honesty, optimism, and integrity can be considered as evolutionary values. There are organizations working on high end goals but while operating their huge profits so many times its seen that all the ethics and morals just remains in a closed box and becomes meaningless and static only on their websites, hoardings and advertisements. An organization with excellent human resource management with well-articulated and definite purpose backed by confident and diligent leader would create sustainable growth, success and job satisfaction among employees. This paper highlights on the traits of leadership skills. It is not necessary that every leader has to be a visionary or every visionary has to be a leader; congruence of the company. In this research traditional and modern type of leadership models are analyzed which but it is extremely necessary for every

leader to work in a team and influence his followers and achieve goal gave a better overview of progressive leadership thought process.

Keywords: higher purpose, well-articulated, diligent leader, goal congruence.

Introduction

As soon as we hear the word "leader" names of great leaders flash in front of our eyes. Netaji Subash Chandra Bose the leader who aspired for the Azad-Hind, Free India., Dr. S. Radhakrishnan President of India an eminent professor of Philosophy, Swami Vivekananda a scholar and master of Vedantic Philosophy to Ratan Tata the Philanthropist and superior businessman the chairman of Tata group, Sachin Tendulkar one of the favorite batsman of all time. One thing is clear from all this that leadership has different facets and shows large variety of patterns depending on the domain one is in. We admire the leader's efficiency, knowledge and wisdom which they carry along with them. Every successful people in their career know a story about a hardworking, sincere, able, confident person who is promoted in his organization as a leader but somehow fails to achieve the targets. And as opposite to this they also know a story about a person with no extraordinary skill sets yet is promoted as a leader and has achieved the desired results. Such anecdotes

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cater to a mass belief that compartmentalizing any leaders with their qualities is an art and their personal and working styles differ as per the situation and their fields.

Scope of the research

The research through its empirical study reveals different styles of working and behavioural patterns of various leaders for enhancement of their organization. Their propensity to lead the team and influence their employees or crowd helps to understand how better we can improve ourselves by looking at them and gain insights for higher performance as a leader.

Literature review

Philip Sadler has divided personal qualities of leaders into 5 main groups which are personal traits, character, temperament, cognitive ability, special aptitudes or skills. These all qualities are determined by the twin significance of nature and nurture. The sheer force of personality or charisma can be seen at work in cases of Adolf Hitler, John Kennedy, and Winston Churchill.

Highlights on different styles of leadership: Research findings show that leadership styles vary in two main ways. First, there is a continuum of styles ranging from autocratic, through persuasive and consultative to participative. Secondly, leaders vary in the extent of concern they show for task completion on one hand and people's concern and their expectations on the other hand. In short there are many styles of leadership wherein the main concentration is on either the goals to be accomplished or the human resource, or both. Let's take

a glimpse at the important behavioural traits of different leadership styles.

1. **Authoritarian:** In this style there is a direct monitoring of activities on the employees which they believe is a key for successful business. Strict vigilance on procedures and policies under direct control of leaders.

2. **Paternalistic:** Acting as people's person by guiding them, showing parental concern with subordinates is the characteristic feature of this style. The relationship between these leaders and co-workers is very much based on loyalty and commitment. The flip side is that the leader could start to play favourites in decisions.

3. **Democratic:** Allows more participation of employees in decision making, discussions, sharing of ideas. The work place is motivated as employees are given space for creativity and feel good environment is maintained.

4. **Laissez-faire:** Leaders give autonomy to make decisions and take actions as per the situations to the workers completely. Assistance is provided when requested. In short it is hands off leadership style because the entire role is played by the workers with little or no direction.

5. **Transactional:** Transactional leadership, also known as managerial leadership, focuses on the role of supervision, organization, and group performance. Transactional leadership is a style of leadership in which the leader promotes compliance of his followers through both rewards and punishments. In this style the leadership is responsive.

6. Transformational: In this style leader's act as catalyst of change. They can cope with complexity, uncertainty, resistance. Have strong morals and clear vision. Leadership style is proactive and creative.

7. Narcissistic: Self-centric approach and is less concerned about the needs and expectations of employees. Have characteristics of arrogance, dominance, me first attitude, admiration and bit care free attitude towards subordinates.

8. Toxic: A toxic leader is someone who has responsibility over a group of people or an organization, and who abuses the leader-follower relationship by leaving the group or organization in a worse-off condition than when he/she joined it.

9. Task-oriented and relationship-oriented: Task oriented leadership is more focused on target deadlines and is more concerned of achieving organizational goals rather than concentrating on group members emotions and well-being. Whereas relationship oriented leaders are more concerned for the well-being, needs, satisfaction and is more focused on developing long term relationship with the group members.

10. Charismatic: They carry their own glow wherever they go. Their positive personality, charm, grace impacts their subordinates and their followers gets mesmerized by their body language and powerful communication. The Charismatic leader and the Transformational leader can have plenty of similarities, the main difference is on the way they focus on the issues. Famous examples of charismatic leaders are Winston

Churchill, Bill Clinton, Mother Teresa and Adolph Hitler.

11. Situational: It takes a call as per different work related issues and caters to the potentials of worker's skills and their needs. As per the winds of change in the company situational leader adapts to the changing environment to achieve his targets by allowing his supervisors and managers to direct varied group of subordinates.

12. Participative: It encourages discussions on the major issues with the managers and subordinates. Team spirit is maintained in the organization. This type of leadership takes into consideration views expressed by the colleagues, managers or team members.

In order to motivate their workers, Weber (2004) suggests that collegial leaders need to understand the needs and the potentials of workers first and then designate the task which they can perform; so that they can derive job satisfaction. Weber (2004) also expressed that leaders need to understand how they are energized in their personal and professional front so that they can efficiently lead their team and inspire people around them. The collegial style of leadership is based on sharing common goals and working as a whole team.

Research Methodology

Data is gathered through secondary information by reading leadership styles through books and printed literatures, journals and Internet and personally meeting entrepreneurs and entrepreneurs. Different diagrams have been presented by the researcher to understand the concept in better way.

Objectives:

1. To understand leadership traits which help the sustainable and

profitable growth of the organization.



A good leader needs a strong support by his team members and be with him in all odds trusting him completely. Then the progress of that group is faster than others and the challenges faced together also become easier to deal with. For all this to be a success; a leader should possess basic qualities

for which he is respected. Though it is difficult to search for all the qualities in a single leader; a balanced and complete holistic approach which includes personal traits and skills sets are necessary for effective running of the organization.

1. **Risk bearing attitude:** Leader is considered dynamic, adventurous when he chooses to undergo risk for betterment and higher profits of the organization. Facing certain risk financially, socially, is the key element for progressive growth of the organization.
2. **Positive approach:** Keeping a positive approach and believing in your vision will definitely keep the entire organization energized. So keeping an open and positive approach by the leader definitely develops a good and healthy work environment.
3. **Confident:** Having self-confidence and imbining confidence in his employees is considered to be an essential quality of the leader.
4. **Clear Communication:** It is a key line of the organization. A leader should have a clear dialogue with his team members. If he is unable to express his views and is not able to relate his vision with his fellow mates then the organizational goal gets distorted.

5. Goal congruence: A Leader should be able to blend the vision of his employees and the vision of the organization together. Mission of the organization and the mission of the employees should have same goals to achieve which can lead to goal congruence of the organization.

6. Ability to inspire others: Great leaders possess the quality of inspiring others, setting themselves as an example first in front of others and getting the work done effectively.

7. Innovative and creative: Innovative and creative leaders stands different from the rest. A creative and innovative leader must possess thinking out of box characteristic. He should welcome new ideas from his subordinates and should be able to implement it.

8. Patience under pressure: Keeping cool and calm under pressure is a necessary attribute a leader should have. At times of turbulence he should have patience with his employees and should be able to assure them that these ups and downs happens in business and in such a situation everybody should stand together to face the challenge and overcome it.

9. Result oriented: Trusting the employees, motivating them, and standing with them when they need him by understanding their concerns; definitely helps for effective production. A leader is considered to be result oriented where he has to use his multiple skill sets at task. He has to be strict, meet deadlines in time, motivate employees to give 100%, at the same time keep a check that there is no distress among workers thereby giving the best result to the organization.

10. Ethically strong values: It is said that a nation works by looking at his King. So if a leader has a clean image and is ethically and morally strong in his values then his organization is bound to have sound values.

11. Wise decision skill set: Leader should have quick decision making power. If he is confused and keeps on postponing his decisions or is unable to make his own decisions then he cannot successfully lead his group.

12. Effective change factor: Leader plays a vital role not only for his organization but also for the society. As there are technological, societal, economic changes happening in a large way it is affecting and causing pressures on the company's growth prospects. In such a situation leader needs to have wide vision, should welcome change, and should be flexible in his dealings.

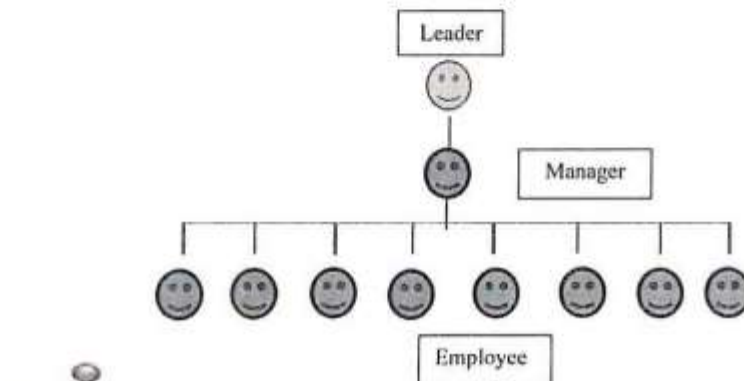
2. To understand the changing concepts of traditional and modern leadership:

Traditional leadership concept was first described by Max Weber in 1947

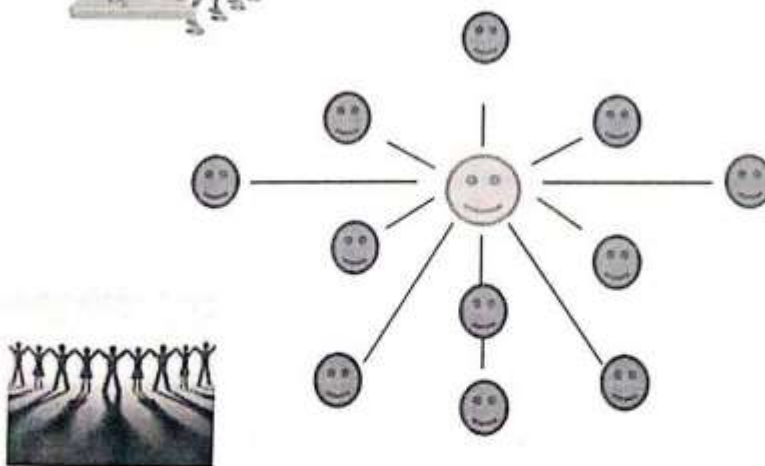
where the leader executed his power based on the traditional past history. Examples are kings, dictators, some modern recent leaders, police department, fire department, and our

military force. The leader is at the top; controlling the entire company. Managers are given the authority to report him directly wherein the managers controls the entire employees. Leaders are the decision making bodies and they keep all the information to themselves. Everybody including the manager is dependent on his leader. Generally rigidity in attitude to accept change or implement new

ideas is observed; as the leader believes in carrying on the traditional policies. Is a strong administrator and is focused on results rather than on the employees benefit. Has a powerful hold on his organization by motivating his employees. See diagram (A). Leaders like Hitler, Saddam Hussein, Napoleon, and others, who influenced world history.



Traditional organizational view (A)



Modern Symbiotic organizational view (B)

With changing technologies, rapid economic development, social and cultural globalization the organizations

has far left the traditional approach and practice more collegial type of leadership wherein the participation

from the followers, sharing of views, ideas are taken into consideration, open door policy is practiced, results are achieved together, democratic environment. See dia (B). In modern symbiotic organizational view

1. Leader takes his followers along with him and share a common vision.
2. He takes into consideration the issues faced by his co-workers while attaining organizational targets.
3. Employees are rewarded for their accomplishments.
4. More open work culture where togetherness is maintained.
4. Encourage their followers to put in extra efforts in their projects by setting themselves as an example. Bill Gates, Nelson Mandela, John F. Kennedy, Obama are some of the examples of modern leadership practices.

Today's corporate leadership angle:

With globalization spreading its wings in all directions many Indian companies have spread their network abroad in various fields like telecommunication, education, medicine, manufacturing and so on. Recent literature (Ambler, 2010; Hulsmans, 2010; Jindal, 2010; vanVugt & Ahuja, 2010) suggest that due to changing corporate culture and business surroundings there is a drastic need to change the leadership pattern. Comparing Asian style of corporate leadership with the European and American style of leadership is not practical as their working environment and business practices are completely different. Implementing western styles of leadership models in Asia is highly impractical.

Many Indian companies are fairly doing well abroad because of their unique working style and innovative thinking approach. The products of today's era and the prompt services required to meet the international standards require a high level of dynamism and go-getter leadership attitude.

Today's corporate leadership angle requires a multi-dimensional approach of handling situations and facing various organizational challenges influenced by micro and macro environmental factors. Leaders need to have global exposure and should know people management. Besides that; they should adopt holistic approach of management. With increasing work pressures, family responsibilities, economic tensions, cut-throat competitions many corporate bodies are inculcating fixed office working hours, meditation sessions, yoga, social gatherings which helps to distress the employees. Leaders should be able to maintain long-term relationship with his customers and employees along with healthy competitive and friendly atmosphere.

Women too are occupying top hierarchy roles in the organizations standing strongly shoulder to shoulder with men. Besides managing their household things and family errands they are boldly changing themselves as per time. Young women leaders running the organizations are quick on their toes, shows patience, have tolerance levels, flexible yet assertive rather than men who are aggressive and more competitive, are good counselors and sometimes more strict

in discipline and work as they don't want others to take them for granted.

Observations and Findings

After studying the secondary data the observations and findings shows that leader has to put on different masks while analyzing the situation. Gone are the good old days where traditional monitoring and authoritarian style of leadership was implemented. In olden times leaders used to have full focus on their targets, were having complete information, and were clear in their vision and action for achieving success. People used to obey their demands without raising any voice. Slowly as per winds of change in business locally and globally the leadership angle from traditional has shifted to modern. From small businesses, trading, family owned businesses, government controlled organizations the myopic view of leadership has fast been replaced by helicopter view by adopting urbanization, privatization, and globalization.

Innovation is the new mantra for success in today's fast spaced life. By understanding different leadership styles by going through various books, journals and internet the information on leadership approach has helped to widen up the thinking tank, have shown ways to be more flexible in business approach and to change as per time. The young generations leaders have forward thoughts, like themselves to be challenged backed by multitasking attitude, are go getters and welcome change positively.

Cautious points to be noted

India is definitely moving ahead in its technology and creativity with lot of globalized ideas but to avoid pitfalls important points to be taken into consideration are as follows:

- Today's leaders have to be very cautious about his moral and principals while dealing with politics and corrupt systems.
- With dollar shooting up, with pressing targets, with heavy race of competition, with speeding changes in government policies, with devaluation of money, with hike in prices leaders should be very strong in his decision making power and should not be influenced or be under big bulls of political world.
- Being a leader of the organization or nation his every move causes an impact on the surroundings. Newspaper is daily showing scams in various departments of government and big companies because of which people have stopped trusting the leaders.
- Today's leaders have to be always vigilant and transparent in their dealings because of which they can gather trust from their followers. Any wrong selfish move for power and money can badly defame his image as people are more alert and aware of the dirty politics going around.
- A strong leader should have the guts to blow a whistle against harmful agents polluting the environment and should be a catalyst of change.

From the above gatherings India can progress multi fold if there is no

political interventions in government and business houses. When a leader will start putting himself in a zone of "WE" rather than "I" and will think of the nation as whole then nobody can beat INDIA.

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