

Chapter 3: LEADERSHIP

Week 07th September 2009

Introduction To Management

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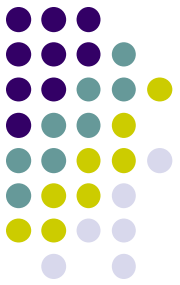
Ms. Hj Rosie Hj Ariff

Lecture Online



- Definition
- Functions of leadership
- The Behavioral Theory in Leadership
- Leadership Style:
 - Autocratic, Democratic and Laissez-faire
- Management Qualities / Leadership Traits
- Managerial Grid

DEFINITION



- The process of directing the behavior of others toward the accomplishment of some objective.

FUNCTIONS OF LEADERSHIP



1) Management (task-oriented function)

- Carrying out traditional management functions: Planning, budgeting, organising, staffing, problem solving, and control
- Assuming roles as per required
 - Interpersonal roles of symbolic figurehead, liaison with key people, supervisor of employees
 - Informational roles of information monitor, information disseminator, and spokesperson
 - Decision-making roles of innovator within the unit, disturbance handler, resource allocator, and negotiator.

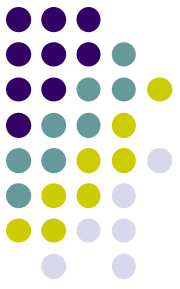
FUNCTIONS OF LEADERSHIP (Con't)



2) Leadership (group maintenance/social communication)

- Challenging the status quo
- Developing vision and setting direction
- Developing strategies for producing changes toward the new vision
- Communicating the new direction and getting people involved
- Motivating and inspiring others

The Behavioral Theory in Leadership



Types of Leader:

1) **Charismatic leader**

- Whose influence springs mainly from personality.

2) **Traditional leader**

- Whose position is assured by birth.

3) **Situational leader**

- Whose influence can only be effective by being in the right place at the right time.

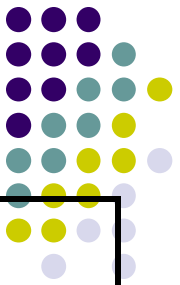
4) **Appointed leader**

- Whose influence arises directly from his position

5) **Functional leader**

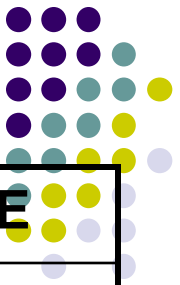
- Who secures his leadership position by what he does rather than what he is.

LEADERSHIP STYLE



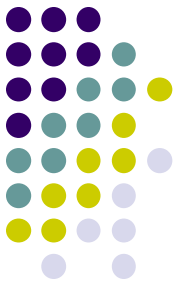
AUTOCRATIC	DEMOCRATIC	LAISSEZ-FAIRE
Leader designs policy	Members participate in discussions leading to formation of policies. Leader asserts and encourage subordinates' participation	Members have total freedom with minimum participation from leader in designing policies
Objectives & goals are developed by the authority but not necessarily involved in communicating in its achievement	Objectives & goals are set by leader in consultation with members who participate in their achievement	Members themselves set objectives and goals with participation from the leader only when required
The leader, usually dictates work to each member	The members work subject to policies, procedures & rules. They exercise self-direction.	Members are free to work when they choose and there is little or no supervision by the leader.
The leader is quite 'personal' in praise and criticism of the work of each member	The leader is 'objective' and 'matter of fact' in praise and criticism.	Infrequent & spontaneous comments on members activities.

LEADERSHIP STYLE (con't)



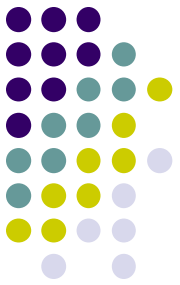
AUTOCRATIC	DEMOCRATIC	LAISSEZ-FAIRE
Leader remains aloof from group participation	Leader participates regularly in group discussions and activities.	Leader makes no attempt to appraise or regulate group members
Communication is mostly downwards	Communication is a two-way process	Informal communication is practice
ADVANTAGE:		
Instant & very fast decision-making process	It is better accepted in decision making by members	There's opportunity for individual development
DISADVANTAGE:		
Low morale and resistance to authority	Delayed or slow in decision making process and making compromises	Lack of group cohesiveness and unity.

MANAGEMENT QUALITIES/ LEADERSHIP TRAITS



- Self-confidence
- Drive
- Initiative
- Decisiveness
- Willingness to accept responsibility
- Ability to delegate
- Judgment
- Adaptability
- Organizing ability
- Stamina
- Emotional maturity
- Human understanding
- Adequate educational standard

MANAGERIAL GRID



- The grid is a matrix of possible management style based on two criteria:
 - 1) Concern for people
 - 2) Concern for production
- It is based on different integrations of the leader's concern for production (task) and people (relationships)