

Stepanova Elina
EFFECTIVE LEADERSHIP
PhD economic science Siberian Federal University Krasnoyarsk

Leadership styles demonstrated their contribution to leadership effectiveness. Leadership styles is dependant on various factors such as: natural preferences, personality, emotional competency, and flexibility in using various leadership style based on the situations.

To survive in the 21st century, we are going to need a new generation of leaders- Leaders Not Managers. The distinction is an important one.

Leaders conquer the context-the volatile, turbulent, ambiguous surroundings, that sometimes seem to conspire against us and will surely suffocate us if we let them do while the manager surrender to it.

Some Characteristics of Leaders vs. Manager

(Warren G. Bennis)

<u>Manager</u>	<u>Leader</u>
Administers	Innovates
A copy	An original
Maintains	Develops
Focuses on	Focuses on
Systems, structure	People
Relies on control	Inspires trust
Short range view	Long range perspective
*Asks how and when	Asks what & why?
*Eye on the Bottom-Line	Eye on the Horizon
*Accepts the	Challenges
Status Quo	The Status Quo
*Classic good soldier	Own person
*Does things right	Does right things

There are two types of leadership

Leadership has been defined in different ways but the common thing is the influencing role.

For example, the two definitions are:-

- Leadership is the process of influencing the activities of an individual or a group in efforts towards goal accomplishments.
- Leadership appears to be the art of getting others to want to do something you are convinced should be done.

There are two generic strategies that a leader can adopt and these two generic strategies have been known as Transactional leadership and Transformational leadership. The transactional strategy is aimed at taking what exists and making it work to its fullest capacity i.e. to improve it (master mechanic). The Transformational approach aims at changing what exists and making it work better i.e. change (master inventor). In other words, Transactional strategy is used for influencing a follower to do what you want in exchange for a rewards. It centres around the leaders ability to influence their followers to behave in the way the leader wants in return for something the follower wants. In Transformational leadership, the leaders and followers raise one another to higher leveled of motivation and morality.

Bennis and Nanus suggest that the difference between Transacting and Transforming is the difference between managing and leading and thus the Transactional leaders are considered as managers and the Transformational leaders as leaders.

Anderson has tried to clarify the difference through a Model given in Figure 1. This Model emphasizes that inspite a clear difference between management and leadership orientations, the integrations of the two orientations presents a whole view of what is necessary for effective creation

and Transformation of an organisation and its people. Thus, the re-cyclical nature illustrated in the figure gives a sense of fluidity of the process. Rather than a cycle, perhaps it could be better represented as a spiral moving through time.

Traditional and Transformational Functions and Role of Leadership

Traditional

- (i) Defining objectives and maintaining goal direction.
- (ii) Facilitating team task performance.
- (iii) Facilitating team action and interaction.
- (iv) Maintaining team cohesiveness and member satisfaction.
- (v) Providing and maintaining team structure.
- (vi) Providing means for goal attainment.

Transformational

- (i) Creating and communicating vision and purpose.
- (ii) Doing strategic and versatile thinking and planning.
- (iii) Facilitating peer, subordinate, and team development.
- (iv) Facilitating the development of the organization.
- (v) Protecting individuals from destructive forces.
- (vi) Protecting the organization from destructive forces.
- (vii) Seeking and communicating consensus between teams.
- (viii) Creating insight.
- (ix) Motivating people to action.

The Transforming leadership skills provide the process and content to lay the foundation of learning organizations. According to Anderson:

“Transformational leaders are shapers of values, creators, interpreters of institutional purpose, exemplars, makers of meanings, pathfinders, and molders of organizational culture. They are persistent and consistent. Their vision is so compelling that they know what they want from every interaction. Their visions don’t blind others, but empower them. Such leaders have a deep sense of the purpose for the system and a long-range strategic sense, and these provide a sense of overall direction. They also know what kind of culture, in terms of beliefs, values, and norms, the system must develop if it is to achieve that purpose. By stimulating, modeling, advocating, innovating and motivating, they mold this culture, to the degree that this is possible, to meet both internal and environmental needs.”

The Lead Model

A Model ‘Leadership Effective and Adaptability description, developed by Paul Hersey & Kenneth Blanchard is very useful to describe the essentials of Transactional leadership and also some basic insights for Transformational leadership.

‘Lead’ is designed to measure self perception on 3 aspects of leadership behaviour (1) Style, (2) Style-range and style adaptability or effectiveness.

Relationship Behaviour

- The extent to which a leader engages in personal relationships with a member/members of the group.
- The amount of socio-emotional support and psychological strokes provided by the leader and
- The extent to which the leader engages in interpersonal communication and facilitating behaviour.

Dominant Style

The style which you tend to use generally.

The Quadrant in which the most responses fall.

Supporting Style

The style which you tend to use on occasion.

Style Range

- The extent to which you perceive your ability to vary your leadership style.
- The dominant style plus supporting style (s) determine your style range.

Style

- Your leadership style is the consistent pattern of behaviour that you exhibit when you attempt to influence the activities of people.
- Others learn to recognize you, the leader as your leadership personality.
- Others can expect and even predict certain kinds of behaviour from you.
- The pattern generally involves
 - (i) Task behaviour or
 - (ii) Leadership behaviour or
 - (iii) Combination of both.
- The Task behaviour and Leadership behaviour are central to the concept of Leadership Style.

Leadership Style

- Qr. 1 - High task, Low relationship behaviour
- Qr. 2 - High task, High relationship behaviour
- Qr. 3 - High relationship, Low task behaviour
- Qr. 4 - Low relationship, Low task behaviour

The Leadership Effectiveness

Which is the Best Style- The Tri-dimensional Leadership Effectiveness Model

- There is no single all purpose Leadership Style.
- Successful leaders are those who can adapt their behaviour to meet the demands of their own unique environment.

• Thus, EFFECTIVENESS DIMENSION has been added to TASKS and RELATIONSHIP DIMENSIONS, for accurately diagnosing the appropriateness of the leadership style (s) to specific situations.

But the Third dimension is the 'environment' in which the leader is operating.

- The leaders basic style may be thought as a "STIMULUS", and it is the response to this stimulus that can be considered effective/ineffective.
- Effectiveness should not be considered as 'either' or, but as a Continuum from extremely 'effective' to extremely 'in-effective'.
- Effectiveness should not be considered as 'either' or, but as a Continuum from extremely 'effective' to extremely 'ineffective'.
- The four effective and four ineffective styles are, in essence, how appropriate a leader's (basic) style is to a given situation as seen by the followers.

Successful Leadership Vs. Effective Leadership

• Success of a manager is measured by the output or productivity of the group they lead. Success has to do with how the individual or group behaves, and then such leaders tend to emphasise their positional power and use close supervision.

• 'Effectiveness' of a manager is indicated by his effect (impact) on followers-describes the internal state or predispositions of an individual or a group.

• Managers could be successful but ineffective- having only a short lived influence over the behaviour of other – using position power and close supervision.

• Managers could also be successful and effective- their influence tends to lead to long-run productivity and organizational development also, using personal power and more general supervision.

Effectiveness

When the style of a leader is appropriate to a given situation, it is termed effective.

When the style is in-appropriate to a given situation, it is termed ineffective.

Successful Vs. Effective

Managers could be successful but Ineffective having only short lived influence over behavior of others.

If managers are both successful and effective, their influence tends to lead to long run productivity and organizational development.

Managers could be successful but ineffective having only short lived influence of behavior of subordinates. If managers are successful & effective, their influence is longer. Annexure gives how the basic leadership behavior can be seen by others when they are effective or ineffective.

Consistent Leadership Behaviour

- Using the style appropriate for the follower's level of readiness in such a way that the follower understand why they are getting a certain behaviour; a certain style from the leader—is consistent leadership behaviour.
- Inconsistent leadership behaviour is using the same style in every situation, e.g. Managers are inconsistent if they smile and respond supportively when their subordinates are not doing their jobs and when they are.
- To be really consistent a manager must behave the same way in similar situations for all parties concerned.
- It is also important for managers to treat their subordinates the same way in similar circumstances/even when it is inconvenient.
- Empirical studies tend to show that effective leaders adapt their leader behaviour to meet the needs of their followers and the particular environment.

Situational Leadership

Situational leadership is based on an interplay among-

- (i) the amount of guidance and direction (task behaviour) a leader gives.
 - (ii) the amount of socio-emotional support (relationship behaviour) a leader provides
- and
- (iii) the readiness level that followers exhibit in performing a specific task, function or objective.

Situational leadership is a model, not a theory.

- A theory attempts to explain why things happens as they do, as much it is not designed to recreate events.
- A model is a pattern of already existing events that can be learned and therefore, repeated.
- According to situational leadership, there is no one best way to influence people. Which leadership style should be used with individuals/groups depends on the readiness level of the people the leader attempts to influence.

Style Adaptability

- The degree to which leadership behaviour is appropriate to the demands of a given situation is called style adaptability.
- Some one with a narrow range of leadership style can be effective over a long period of time if the leader remains in a situation in which his style has a high success of probability.
- A person with a wide range can be ineffective if these behaviours are not consistent with the demands of the situation.
- The total scores in the scoring sheet denote style adaptability or effectiveness (-24 to +24).

Modifying Levels of Maturity

- The leader must slowly encourage the maturity of the followers on each task they must perform using less task behaviour and more relationship behaviour as they mature and become more willing and able to take responsibility.
- For a desirable behaviour to be obtained the leader must immediately reward the slightest behaviour exhibited by the individual in desired direction (by socio emotional support etc.)

Leadership Development- A Few Thrust Areas

Power

Leadership is influencing, may derive power from his expertise, knowledge, skilled, refined abilities. Use of organizational power effectively.

Maturity

A person whose model style of operation is from a stage of inter dependence, would be a more effective leader than one who operates from a stage of dependency.

Lifstance

A leader who operates from the stance “I am ok, you are Ok” is likely to be more effective than one who operates from “not Ok..... Not Ok” stance.

Personal Authenticity and Sensitivity

A person who is authentic and sensitive to his subordinates can build a viable relationship where one would accept the influence exercised by the other person.

Role Efficacy

The role efficacy of a leader, which includes centrality, influence, proactivity, confrontation, creativity, linkages, help, integration, growth and superordination – is a great factor in his success.

Feedback

A leader should develop reliable feedback loops by which he continually gets feedback about his behaviour has greater success potential than those who have shut off themselves.

Power For Change

Bennis and Nanus re-introduced concept of power as a key to Transformational leadership. According to them :“Power is the basic energy needed to initiate and sustain action or, to put it another way, the capacity to translate intention into reality and sustain it. Leadership is the wise use of this power; Transformative Leadership. As we view it, effective leadership can move organisations from current to future states, create visions of potential opportunities for organisations, instill within employees commitment to change, and instill new cultures and strategies in organisations that mobilize and focus energy and resources.”

Leaders were particularly successful in acquiring and sustaining power have a number of things in common.

- (a) There are several keys to success for those who are effective in the use of power.
- (b) They tend to be very sensitive to where power exists in the organisation.
- (c) They use specific methods to develop power as long as the methods are ethical.
- (d) They take calculated risks which they invest some of their power in the hope of gaining it back with interest.
- (e) They recognize that all their actions can effect their power and they avoid actions that will accidentally decrease it.
- (f) In their career development, they try to move both up and hierarchy and how positions where they can control some strategic contingency for their organisation (Kotter).

In Transforming leadership, a greater understanding of power how to develop it, how to keep it and how to use it effectively is important.

The Qualities Follower Wants in Leadership

According to a survey conducted by Kouzes and Posner, most people tend to admire the leaders who have credibility, those who are:-

- Honest
- Competent
- Forward looking
- Inspiring

These credible leaders tend to be committed to consistently implementing 10 leadership practices.

- i. Search out challenging opportunities to change, grow, innovate, and improve.
- ii. Experiment, take risks, and learn from the accompanying mistakes.
- iii. Envision an uplifting and ennobling future.
- iv. Enlist others in a common vision by appealing to their values, interests, hopes and dreams.
- v. Foster collaboration by promoting cooperative goals and building trust.

- vi. Strengthen people by sharing information and power and increasing their discretion and visibility.
- vii. Set the example for others by behaving in ways that are consistent with your stated values.
- viii. Plan small wins that promote consistent progress and build commitment.
- ix. Recognise individual contributions to the success of every project.
- x. Celebrate team accomplishments regularly.

xi. **The Transforming Leadership Skill**

According to leadership skill inventory developed by Anderson, there are four stages of skills for effective Transformational leadership.

- (a) The skills of personal mastery
- (b) The skills of inter-personal communication
- (c) The skills of counseling and problem management
- (d) The skills of team and organizational development
- (e) The skills of versatility in style, role and skill shifting.

Persons lacking flexibility in using more than one leadership styles often land up in “**derailment**” situations leading to low team and leadership effectiveness. The leadership effectiveness results due to influence of various factors such as: personality characteristics, belief, value systems, culture, role-expectations, self-awareness, training, and situational factors, which has been explained through a Model. A systematic approach for emotional leadership competencies comprising to use of psychometric tool, intensive discussion with the individual, coaching, passing the tool for acquiring skills of emotional competencies, and by providing right motivations.

For the modern high school the role of the lecture is the role of the leader. That’s why it’s very important to develop the leading style, behaviour , skills and competences to teach the students to be the best they can. That means the graduated students, making their best, leads to the best managers and improve the organization, where they work. Innovative manager is a leader. That is the modern demand of innovative economy to the high school to make innovative leaders.