

Sub: OB

Title: Leadership Theories in OB:

→ Leadership makes difference b/w success and failure, for long time, thinkers were trying to see if leadership success could be predicted.

→ Trait Theories of Leadership

The scientific analysis of leadership started off by concentrating on leaders themselves. The vital question is to this theoretical approach attempted to answer was what traits make a person a leader?

The earliest trait theories concluded that leaders are born, not made.

The "Great man" theory of leadership said that a person born either with or without the necessary traits for leadership. -Eg- Napoleon - was said have had the "natural leadership" abilities to rise out of any situation and became a great leader.

Eventually the "Great man" theory gave way to a more realistic trait approach to leadership.

→ Fred Fiedler's Contingency theory of Leadership

After the trait approach was proved to fall short of being an adequate overall theory of leadership, attention turned to the situational aspects of leadership. Fred Fiedler proposed a situation based

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→ on contingency theory for leadership effectiveness.
This model contained the relationship b/w leadership style and the favorableness of the situation in three empirically derived dimensions:

① The leadership member relationship, which is the most critical variable in determining the situation's favorableness.

② The degree of task structure, which is the second most important input into the favorableness of the situation.

③ The leader's position power obtained through formal authority, which is the third most critical dimension of the situation.

→ situations are favorable to the leader if all three of the above dimensions are high.

③ Life cycle Theory - it has been assumed that followers are the most crucial factor in any leadership event and that they are important not only because individually they accept or reject the leader but as group they actually determine whatever personal power he may possess. Theory asserts that as the level of maturity of followers increases, the leader requires not only less and less structure (task) while increasing consideration but should eventually decrease

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→ Socio-emotional support (relationship).

Overall, life cycle theory that with people of below average maturity, a high task style promises best probability of success while dealing with people of average maturity. The low task & low relationship style provides the highest probability of success with people of above average maturity.

④ Path-Goal leadership Theory - According to the authors of the theory there are 4 basic or major styles of leadership behaviour.

They are:

a) Directive leadership: Here the subordinates know exactly what is expected of them and the leader gives specific directions.

There is no participation by the subordinates, when the demands of task are ambiguous, a directive leader may complement the task by providing the necessary guidance and psychological structure for his followers.

b) Supportive leadership - This is friendly and approachable and shows a genuine interest for subordinates. This style has its most positive effect on the satisfaction of followers who perform tasks that are full of stress.

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→ and are frustrating and unsatisfying.

(c) Participative leadership - The leader asks for and uses suggestions from subordinates but takes the decision by himself.

(d) Achievement-oriented leadership -

The leader sets challenging goals for subordinates & shows confidence in them to attain these goals & perform well for followers, performing ambiguous, non-repetitive tasks the higher the achievement orientation of the leader, the more confident they would be that their efforts would pay-off in effective performance.