DIMENSION OF MANAGERIAL LEADERSHIP STYLES

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Abstract

There is ample evidence which signifies that managerial leadership is the most effective medium in mobilizing organizational loyalty and commitment. Moreover, the participative development milieu necessitates a team based approach to development. Consequently the centralist management approach, in vogue, may have to be replaced by a more flexible and participative style of decision making. Hence, it is essential that rural development personnel in order to be effective in the given development context may have to adapt the managerial leadership style which would fulfils the requirement of a democratic development ambience. The objective of this paper is to understanding the various qualities, traits and characteristics intrinsic to Managerial leadership style and to study the strategies and techniques that would facilitate in adoption of the same in their work situation.

Keywords: *Managerial Leadership, Dimension, Organization, Management Practice.*

Introduction

I used to think that running an organization was equivalent to conducting a symphony orchestra. But I don't think that's quite it; it's more like jazz. There is more improvisation. - Warren Bennis.

Good leaders are **made** not born. If you have the desire and willpower, you can become an effective leader. Good leaders develop through a never ending process of self-study, education, training, and experience (Jago, 1982). This guide will help you through that process. To inspire your workers into higher levels of teamwork, there are certain things you must **be, know,** and, **do.** These do not come naturally, but are acquired through continual work and study. Good leaders are continually working and studying to improve their leadership skills; they are NOT resting on their laurels.Effective functioning of an organization, among other things, depends on the climate, which is by and large generated by the styles of management practiced by personnel in higher positions. In the organizations are expected to adapt a flexible and participative style as they are supposed not only to manage the resources but also to lead the people working with them. These functions are best captured by what has come to be termed as "managerial leadership", wherein the emphasis is not only on the efficient manage3ment of resources but also on performing the role of a popular leader.

This style of leadership generates an organizational climate which would induce people to enact their assigned roles effectively and also generates among them a commitment towards the major tasks and goals of the organization.

Leadership

A specific instance of interaction among persons in a social group may be understood if the objectives and subjective factors of this phenomenon are taken into account. We refer here to the links between

1. Factors of the objectives situation in which the group/organization acts;
2. The psychological traits of the participants in activity, the members and their needs corresponding to a certain cultural level, their needs, interests and aspirations;
3. The goals and tasks of the activities of the organization conditioned by the position of its members in a system of social relationship in a community of higher order;
4. The personality of the individual performing the role of leader, his/her individual psychological features organizer of group activity.

However, the process ultimately determined by the relationship dominating a set up like socialistic in nature more than capitalistic. Under the social system leadership is mostly governed by the cooperation and mutual assistance leading to guidance of the activities of the organizations to achieve the goals set up common.

In general, an overview laid on different versions on leadership sheds an understanding perhaps like"Leadership is the ability to persuade others to seek defined objectives enthusiastically." "Leadership is the ability to persuade and influence others to seek defined objectives and their contributively endeavours to participate if group formed."Leadership is the process of influencing people in efforts towards the achievement of some particular goals.

Leaders provide both task and psychological support for their followers. They help assemble the resources, budgets, power and other elements that are essential to get the task done.

Leadership style is the characteristic personal manner in which a leader exercises influence over his subordinates.

Given the two modes of criticisms as

1. Known factor of changing the leadership styles depending upon the situation; and
2. Cohesiveness of group's talent or personal traits and demand of task.

As found from many studies reported three modes of skills were classified and grouped as

1. Conceptual skills – ability to think of models, framework, etc (vision of the future)
2. Human skills empathizing thought of the other member/follower
3. Technical skills - knowledge and ability in performance/handling aptitude

One can define the leadership in a narrow fashion as " the directing of the activities of immediate subordinates. However, the relationship between the leader and his/her subordinates are mostly psychological.

A manager is to act a leader and expand the range of acceptance – the range of directives that subordinates will accept readily and enthusiastically.

The function of Managerial Leadership encompasses several additional roles, such as

1. Developing organization's planning and control systems;
2. Designing organizational structure appropriate for the tasks undertaken, and foreseeing;
3. Acting as a spokesman for the group.

Leadership seems to be the marshalling of skills possessed by a majority but used by a minority. However, the leadership requires sort of vision recognized nowadays.

Objectives of the Study

1. The objective of the paper is to understanding the various qualities, traits and characteristics intrinsic to Managerial leadership style and
2. To study the strategies and techniques that would facilitate in adoption of the same in their work situation.

Characteristics of an effective Leader

1. He is willing to admit mistakes and works for achieving excellence in his work.
2. He is hard working and builds relationship based on trust and understanding.
3. He has positive attitude and works as a member of a team.
4. He has self confidence and good communication skills.
5. He is sincere and sets an example to others.
6. He is interested in self development and is highly motivated.
7. He has genuine concern and provides guidance for persons working in his section.
8. He motivates others for continuous improvement and promotes excellence in performance.

Dimension of Managerial Leadership Styles

The maximum competitive advantage that any organization can creates is the systematic development of leadership competencies. The effectiveness of a leader depends upon the competencies acquires by him. It is a continues process. Success achieved in the past is no guarantee for future. We live in a changing environment. In many organizations human potential is untapped. Leadership is a key factor in effective use of Human resources. Human capital is the greatest asset in any organization. Influencing people and making task more productive requires the highest degree of Leadership competencies.

Leader create systems, procedure and processes that shape individual character and empower people towards enthusiastic commitment. They set an example. They show ordinary individual sin produce extra ordinary results. The transition from technical to managerial role is important for career growth of an individual. The success of transition depend upon acquisition and fine tuning of leadership. The transition requires the following

1. Ding things individually to team building
2. From decision making to decision implementation
3. Combining Technical skills with interpersonal skills.
4. Stability and control to growth and innovations.
5. Working as a change agent to empower people and achieve higher levels of excellence.

Studies indicates that the most important challenge for a leader is to promote positive attitudes and pool the resources and train people to work together. By building a team the leader creates a sense of a ownership for their jobs and develops commitment for goals established by mutual consultation. A leader creates a climate of trust by encouraging people to express openly ideas, disagreements and feelings. Leaders encourages members to give and receive feedback and every effort is made to understand each other's points of view. The leadership takes initiative in identifying conflicts and makes efforts to resolve them constructively. The leader spends a great deal of time in understanding people and factors which in activate them. He provides guidance and contributes to their personal development.

The leader plays a significant role in training employees. Well trained employees develop self-confidence and help in achieving team efforts.Achieving excellence requires a higher degree of commitment. Such commitment cannot be posed by threat and rules and regulations. Participation and trust create commitment. Open and honest communication and a genuine concern of others will promote excellence and commitment among

employees. Collaboration builds a sense of interdependence. When employees work as a team to achieve goals mutual learning takes place and results in higher levels of accomplishment. The successful leaders give highest importance for developing skills of collaboration and use it as a tool for achieving better performance.

The Top 10 Leadership Qualities

Integrity is the integration of outward actions and inner values. A person of integrity is the same on the outside and on the inside. Such an individual can be trusted because he or she never veers from inner values, even when it might be expeditious to do so. A leader must have the trust of followers and therefore must display integrity.Honest dealings, predictable reactions, well-controlled emotions, and an absence of tantrums and harsh outbursts are all signs of integrity. A leader who is centered in integrity will be more approachable by followers.

Dedication means spending whatever time or energy is necessary to accomplish the task at hand. A leader inspires dedication by example, doing whatever it takes to complete the next step toward the vision. By setting an excellent example, leaders can show followers that there are no nine-to-five jobs on the team, only opportunities to achieve something great.

Magnanimity means giving credit where it is due. A magnanimous leader ensures that credit for successes is spread as widely as possible throughout the company. Conversely, a good leader takes personal responsibility for failures. This sort of reverse magnanimity helps other people feel good about themselves and draws the team closer together. To spread the fame and take the blame is a hallmark of effective leadership.Leaders with **humility** recognize that they are no better or worse than other members of the team. A humble leader is not self-effacing but rather tries to elevate everyone. Leaders with humility also understand that their

status does not make them a god. Mahatma Gandhi is a role model for Indian leaders, and he pursued a "follower-centric" leadership role.

Openness means being able to listen to new ideas, even if they do not conform to the usual way of thinking. Good leaders are able to suspend judgment while listening to others' ideas, as well as accept new ways of doing things that someone else thought of. Openness builds mutual respect and trust between leaders and followers, and it also keeps the team well supplied with new ideas that can further its vision.

Creativity is the ability to think differently, to get outside of the box that constrains solutions. Creativity gives leaders the ability to see things that others have not seen and thus lead followers in new directions. The most important question that a leader can ask is, "What if … ?" Possibly the worst thing a leader can say is, "I know this is a dumb question".

Fairness means dealing with others consistently and justly. A leader must check all the facts and hear everyone out before passing judgment. He or she must avoid leaping to conclusions based on incomplete evidence. When people feel they that are being treated fairly, they reward a leader with loyalty and dedication.

Assertiveness is not the same as aggressiveness. Rather, it is the ability to clearly state what one expects so that there will be no misunderstandings. A leader must be assertive to get the desired results. Along with assertiveness comes the responsibility to clearly understand what followers expect from their leader.

Many leaders have difficulty striking the right amount of assertiveness, according to a study in the February 2007 issue of the Journal of Personality and Social Psychology, published by the APA (American Psychological Association). It seems that being underassertive or overassertive may be the most common weakness among aspiring leaders.

A **sense of humor** is vital to relieve tension and boredom, as well as to defuse hostility. Effective leaders know how to use humor to energize followers. Humor is a form of power that provides some control over the work environment. And simply put, humor fosters good camaraderie.Intrinsic traits such as intelligence, good looks, height and so on are not necessary to become a leader. Anyone can cultivate the proper leadership traits.

Robert Staub's The Heart of Leadership provides a simple and elegant way of thinking about leadership. "Leadership, like the heart, receives input, ensures that it is enriched and focused, and then orchestrates functional and energetic flows out to the body of the organization or enterprise." Similar to the chambers of the heart, he outlines the major components of leadership into four chambers: Competence, Intimacy, Passion, and Integrity.

Intimacy

Intimacy refers to the leader's ability to build and maintain relationships. All too often we expect people to buy into the position of leadership and be loyal to the title rather than to the person that fills that fills the position. "The first thing a leader must declare is not authority because of rights, but authority because of relationships." Building relationships through interpersonal skills is important for several reasons"

o Effective Management: Social skills help to understand the feelings of others and the ability to communicate clearly and persuasively.

o Cooperative Relationships: Skills such as empathy, social insight, charm, tact, and diplomacy are essential to developing and maintaining cooperative relationships with subordinates, superiors, peers, and outsiders.

o Influencing: Empathy and social insight is the ability to understand motives, values, and emotions. Understand what people want and what motivates them is necessary for effective influencing strategies.

o Resolving Conflict: Being able to listen to people with problems, personal complaints, or criticism is necessary for resolving conflicts in a constructive manner.

Passion

"Your passion for something is an indication of what you find worthy in and of itself. It's a clue to what you find intrinsically rewarding." Passion refers to the drive to make a contribution and to create something meaningful and valuable - a sense of worth. It's sometimes referred to as enthusiasm, hope, or aspirations.

o Enthusiasm: (Greek: enthousiasmos) Originally meant inspiration or possession by a divine afflatus or by the presence of a God. Today the word simply means intense enjoyment, interest or approval.

o Hope: An emotional belief in a positive outcome related to events and circumstances within one's personal life. Hope implies a certain amount of perseverance such as believing that a positive outcome is possible even when there is some evidence to the contrary.

o Aspirations: The Apostle Paul encourages leadership: "This is a true saying, If a man desires the office of a bishop, he desireth a good work."(1 Timothy 3:1). Providing a climate where people feel free and motivated to cultivate and implement constructive ideas is the challenge of talented leaders.

Integrity

Most people can manage when things go well, but true leadership is how we cope with people when times are tough. Integrity is what drives us regardless of our situation or position. Too many leaders are ready to assert their rights but not assume their responsibilities. They are looking to the organization to make people responsible to follow. They look for a new title, another position, sometimes a new job. They never come to realize that they lack authority because they lack integrity. "Integrity means that a

person's behavior is consistent with espoused values, and the person is honest, ethical, and trustworthy."

o Honesty and Trust: "If people anywhere are to willingly follow someone - whether it be into the battle or into the boardroom, the front office or the front lines - they first want to assure themselves that the person is worthy of their trust."

o Courage: "The strength to lead in these difficult circumstances, meaning that courageous leaders are strong and unlikely to quit." This kind of courage displays itself in an organization when a leader is willing to admit his mistake, when she is willing to stand up for her beliefs, or when he must challenge others.

o Self-Discipline: "People have to know themselves and understand their environments in order to adapt and learn." The most basic defining moment demands that leaders resolve the issue of self-discipline. "The higher leaders climb up the corporate ladder the greater their burden of responsibility and their need to reevaluate themselves and their whole self."

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Strategies for Improving Leadership

With thousands of books and articles written about leadership, it is surprising the followers. When we acknowledge the leader's capacity to reward the behavior of followers, we should not overlook the capacity of the followers to reward the leader by the ways they perform. For example, organizations reward managers according to the performance of their group. Consequently, the managers of high-performing groups are highly rewarded by the organization.

One study has demonstrated the reciprocal nature of influence between leaders and subordinates. In this study, data were collected from first-line managers and two of the supervisors who reported to them. Leaders who were more considerate created greater satisfaction among their subordinates; but, at the same time, the performance of the subordinates caused changes in the behavior of the leaders.[43] Employees who performed well caused their supervisor is to reward them and treat them with greater consideration. Although research on the reciprocal influence between leaders and followers is still rather limited, it is important to remember that leadership may be significantly constrained by the followers.

Constraints on leader behavior. Leaders do not have unlimited opportunities to influence others. Leadership effectiveness is constrained by a variety of factors, such as the extent to which managerial decisions are preprogrammed due to precedent, structure, technological specifications, laws, and the absence of available alternatives. Leadership can also be constrained by a variety of organizational factors limiting the leader's ability to either communicate with or to reinforce the behavior of subordinates. The constraints imposed on leaders include external factors organizational policies, group factors, and individual skills and abilities.

1. *External factors.* Leaders are constrained in what they can do because of various economic realities and a host of state and federal laws. For example, leaders are required to pay at least the minimum wage and they are required to enforce safety standards. Leaders who have unskilled followers will have difficulty leading regardless of their leadership style, and the availability of skilled followers is influenced by the

external labor market. Some geographical areas have a much better supply of skilled employees than others.

2. *Organizational policies.* The organization may constrain a leader's effectiveness by limiting the amount of interaction between leaders and followers and by restricting the leader's ability to reward or punish followers.

3. *Group factors.* Group norms are created by the dynamics of the group. If the group is highly cohesive and very determined, it can limit the leader's ability to influence the group.

4. *Individual skills and abilities.* The leader's own skills and abilities may act as constraints since leaders can only possess so much expertise, energy, and power. Some situations may simply require greater skills and abilities than the leader may possibly hope to possess.

Conclusions

Leadership refers to incremental influence and is s-aid to occur when one individual influences others to do something voluntarily that they otherwise would not do. A need for leadership within organizations stems from the incompleteness of the organization design and the dynamic nature of the internal and external environments. Three basic leadership roles include origination of policy and structure, interpolation, and administration.The earliest studies of leadership were primarily trait studies that attempted to identify the characteristics of effective leaders. These studies focused primarily on physical traits, intelligence, and personality. Although some personal characteristics were frequently related to leadership, the results were generally weak and often inconsistent. Many studies concluded that the characteristics of the subordinate and the nature of the task were as important as the characteristics of the leader in determining success.A second approach to studying leadership focused on leader behaviourshow leaders actually behave. One of the earliest studies compared three leadership styles: authoritarian, democratic, and laissez-faire. Although democratic leadership created the greatest satisfaction, autocratic leadership created the highest levels of productivity.

The Failure of leadership research to identify leadership traits or universally superior leader behaviors resulted in the development of four situational theories of leadership. These theories suggest that the most effective leadership style depends upon situational variables, especially the characteristics of the group and the nature of the task.The three leadership styles include autocratic decision making, consultative decision making, and group decision making. The decision titles determining which style is most appropriate include such questions as whether the leader has adequate information to make the decision alone, whether the subordinates will accept the goals of the organization, whether subordinates will accept the decision if they do not participate in making it, and whether the decision willproduce a controversial solution.Although most of the literature on leadership emphasizes the influence of the leader on the group, the influence of the group upon the leader should not be overlooked. The relationship between the leader and the group implies a reciprocal influence. Groups have the capacity to influence the behavior of their leaders by responding selectively to specific leader behaviors. The influence of a leader can also be constrained by several external factors, such as organizational policies, group norms, and individual skills and abilities. Other variables have been found to neutralize or substitute for the influence of a leader, such as the skills *and* abilities of followers and the nature of the task itself.

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