

## Leadership

### Leadership

The process of influencing a group toward the achievement of goals.

### Leader

Someone who can influence others and who has managerial authority is known as leader.

If your actions inspire others to dream more, learn more, do more, and become more, you are a leader.

### Leadership Traits and Skills

Experts in leadership acknowledge that some people are “natural” leaders, gifted with confidence and charisma difficult for others to learn or imitate. However, whether natural leaders or not, most people have a natural leadership “style”, an approach to leadership they tend to adopt when thrust into leadership positions. Despite “born” tendencies, people can develop or improve their leadership abilities if they understand leadership traits, skills, and styles.

### Traits

1. Intelligence
2. Ambition
3. Self Confidence
4. Expertise
5. Charisma
6. Creativity
7. Persistence
8. Flexibility
9. Commitment
10. Integrity
11. Ability to inspire and motivate
12. Ability to envision

### Skills

1. Communication Skills
2. Empowerment
3. Coaching
4. Delegation

5. Assertiveness
6. Decisiveness
7. Problem Solving
8. Goal Setting
9. Conflict Management
10. Negotiation

## Leadership Styles

Leadership styles refers to the way a leader works with subordinates and superiors, including how much autonomy subordinates have, how much emphasis is placed on subordinates' personal goals and development, and whether the leader makes accomplishment of the task or the maintenance of collegial relationship most important. Following are some popular leadership styles:

**Theory X:** Theory X refers to a top-down, authoritarian style in which supervisors command and subordinates obey. Theory X leadership typically exists in highly structured, hierarchical organizations where members' status derives from their job title and lines of authority are clear. Subordinates may have some input in theory X environments, but when a decision is made, compliance is expected. The military and police are the most obvious example of this style.

**Theory Y:** Theory Y leadership as a "humanistic" or "human-needs-oriented" style. Theory Y leaders strive to create harmony between the organization's and employees' goals. Generally found in more decentralized, horizontally structured organizations, Theory Y leaders give workers some power and autonomy. The approach assumes most people are self-motivated and produce better results if they control their own work and if their work fits with their personal goals and values. Media is an example of Theory Y.

**Theory Z:** Theory Z often referred to as "Japanese-Style Management". Theory Z combines elements of X and Y. Theory Z organizations tend to be hierarchically structured, with the opportunity and expectation that employees at the hierarchy's bottom will be consulted by senior management on issues within their expertise. In return, workers take personal responsibility for the quality of the product and the success of the organization.

**Note:** Theories X, Y and Z are most common frameworks for understanding differences in leadership styles and explain the connection between organizational structure, culture and leadership. Theories X, Y and Z the terms don't have any special significance. The author of Theory X and Theory Y designated them as such simply to "avoid the complications introduced by a label". Theory Z which came later was so named because it was built on Theories X and Y.

## Leaders and Power

Power refers to capacity to influence work actions or decisions. Following are five sources of leader power have been identified:

1. **Legitimate Power:** The power a leader has as a result of his or her position in the organization.
2. **Coercive Power:** The power a leader has because of his or her ability to punish or control.
3. **Reward Power:** The power a leader has because of his her ability to give positive benefits or rewards.
4. **Expert Power:** Influence that is based on expertise, special skills, or knowledge.
5. **Referent Power:** Power that arises because of a person's desirable resources or personal traits.

## The Effects of Structure on Leadership

Organizational structures also affect leadership styles and effectiveness. Following are the structural factors which influence leadership styles and powers:

1. **Centralization:** Centralization refers to number of people in the organization who control power.
2. **Unity of Command:** Unity of command refers to how clearly the lines in the chain of command are drawn.
3. **Span of Control:** Span of control refers to the number of people and projects managers supervise.
4. **Division of Labor:** Division of labor measures how specialized staff members' roles are in the production process.
5. **Departmentalization:** Departmentalization refers to the internal structure of an organization and whether people with similar or complementary jobs work together and report to the same managers.