**What is Leadership?**

Leadership is a process by which an executive can direct, guide and influence the behavior and work of others towards accomplishment of specific goals in a given situation. Leadership is the ability of a manager to induce the subordinates to work with confidence and zeal.

Leadership is the potential to influence behaviour of others. It is also defined as the capacity to influence a group towards the realization of a goal. Leaders are required to develop future visions, and to motivate the organizational members to want to achieve the visions.

According to Keith Davis, “Leadership is the ability to persuade others to seek defined objectives enthusiastically. It is the human factor which binds a group together and motivates it towards goals.”

**Characteristics of Leadership**

* It is a inter-personal process in which a manager is into influencing and guiding workers towards attainment of goals.
* It denotes a few qualities to be present in a person which includes intelligence, maturity and personality.
* It is a group process. It involves two or more people interacting with each other.
* A leader is involved in shaping and moulding the behaviour of the group towards accomplishment of organizational goals.
* Leadership is situation bound. There is no best style of leadership. It all depends upon tackling with the situations.

**Importance of Leadership**

Leadership is an important function of management which helps to maximize efficiency and to achieve organizational goals. The following points justify the importance of leadership in a concern.

**Initiates action**- Leader is a person who starts the work by communicating the policies and plans to the subordinates from where the work actually starts.

**Motivation**- A leader proves to be playing an incentive role in the concern’s working. He motivates the employees with economic and non-economic rewards and thereby gets the work from the subordinates.

**Providing guidance**- A leader has to not only supervise but also play a guiding role for the subordinates. Guidance here means instructing the subordinates the way they have to perform their work effectively and efficiently.

**Creating confidence**- Confidence is an important factor which can be achieved through expressing the work efforts to the subordinates, explaining them clearly their role and giving them guidelines to achieve the goals effectively. It is also important to hear the employees with regards to their complaints and problems.

**Building morale**- Morale denotes willing co-operation of the employees towards their work and getting them into confidence and winning their trust. A leader can be a morale booster by achieving full co-operation so that they perform with best of their abilities as they work to achieve goals.

**Builds work environment**- Management is getting things done from people. An efficient work environment helps in sound and stable growth. Therefore, human relations should be kept into mind by a leader. He should have personal contacts with employees and should listen to their problems and solve them. He should treat employees on humanitarian terms.

**Co-ordination**- Co-ordination can be achieved through reconciling personal interests with organizational goals. This synchronization can be achieved through proper and effective co-ordination which should be primary motive of a leader.

A COMPARISON OF MANAGEMENT AND LEADERSHIP

|  |  |  |
| --- | --- | --- |
| S# | Management | Leadership |
|  | Planning and budgeting | Creating vision and strategy |
|  | Keeping eye on bottom line | Keeping eye on the horizon |
|  | Organizing and staffing | Creating shared culture and values |
|  | Directing and controlling | Helping others grow |
|  | Create boundaries | Minimize boundaries |
|  | Focuses on objects – producing/selling | Focuses on people – inspiring and motivating followers |
|  | goods and services | Based on personal power |
|  | Based on position power | Acting as coach, facilitator, servant |
|  | Acting as boss | Emotional connections (heart) |
|  | Emotional distance | Open mind (mindfulness) |
|  | Expert mind | Listening (communication) |
|  | Talking | Non-conformity (courage) |
|  | Conformity | Insight into self (integrity) |
|  | Insight into organization |  |
|  | Articulation of an organizational vision and  the introduction of major organizational  change; provides inspiration and deals with  highly stressful and troublesome aspects of  the external environments of organizations. | Articulation of an organizational vision and  the introduction of major organizational  change; provides inspiration and deals with  highly stressful and troublesome aspects of  the external environments of organizations. |
|  | Focuses on the tasks (things) when performing the management functions of planning, organization, and controlling. | Focuses on the interpersonal relationships  (people). |
|  | Planning. Establishes detailed objectives and plans for achieving them. | Establishes direction; develops a vision and the strategies needed for its achievement. |
|  | Organizing and staffing. Sets up structure for employees to do the job the way the manager expects it to be done. | • Innovates and allows employees to do the job any way they want, as long as they get  results that relate to the vision. |
|  | Controlling. Monitors results against plans and takes corrective action. | Motivates and inspires employees to accomplish the vision in creative ways. |
|  | Predictable. Plans, organizes, and controls with consistent behaviour. Prefers stability. | Makes innovative, quick changes that are not very predictable. Prefers change. |
|  | Managers do things right. | Leaders do the right things. |
|  | Focus is on a short-term view, avoiding risks, maintaining and imitating. | The focus is on a long-term view, taking risks, innovating, and originating. |
|  | Maintains stability | Creates change |

**WHAT IS A LEADER?**

* Need for leadership – today, managers are expected to do more than just give orders. They must involve employees and find ways to meet employee needs as well as business needs.
* Leadership characteristics – it takes skill to get people with different backgrounds and personalities to work well together.

**Characteristics of Effective Leaders**

* Understanding Initiative
* Dependability Judgment
* Objectivity Confidence
* Stability Cooperation
* Honesty Courage
* Communication Intelligence

**Preparing to Be a Leader**

* Study leadership Participate in organizations and activities
* Practice leadership at work Observe leaders
* Work with a mentor Do a self-analysis and ask for feedback

**IMPORTANCE OF HUMAN RELATIONS**

* Human relations skills Self understanding
* Understanding others Communication
* Team building Developing job satisfaction

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