



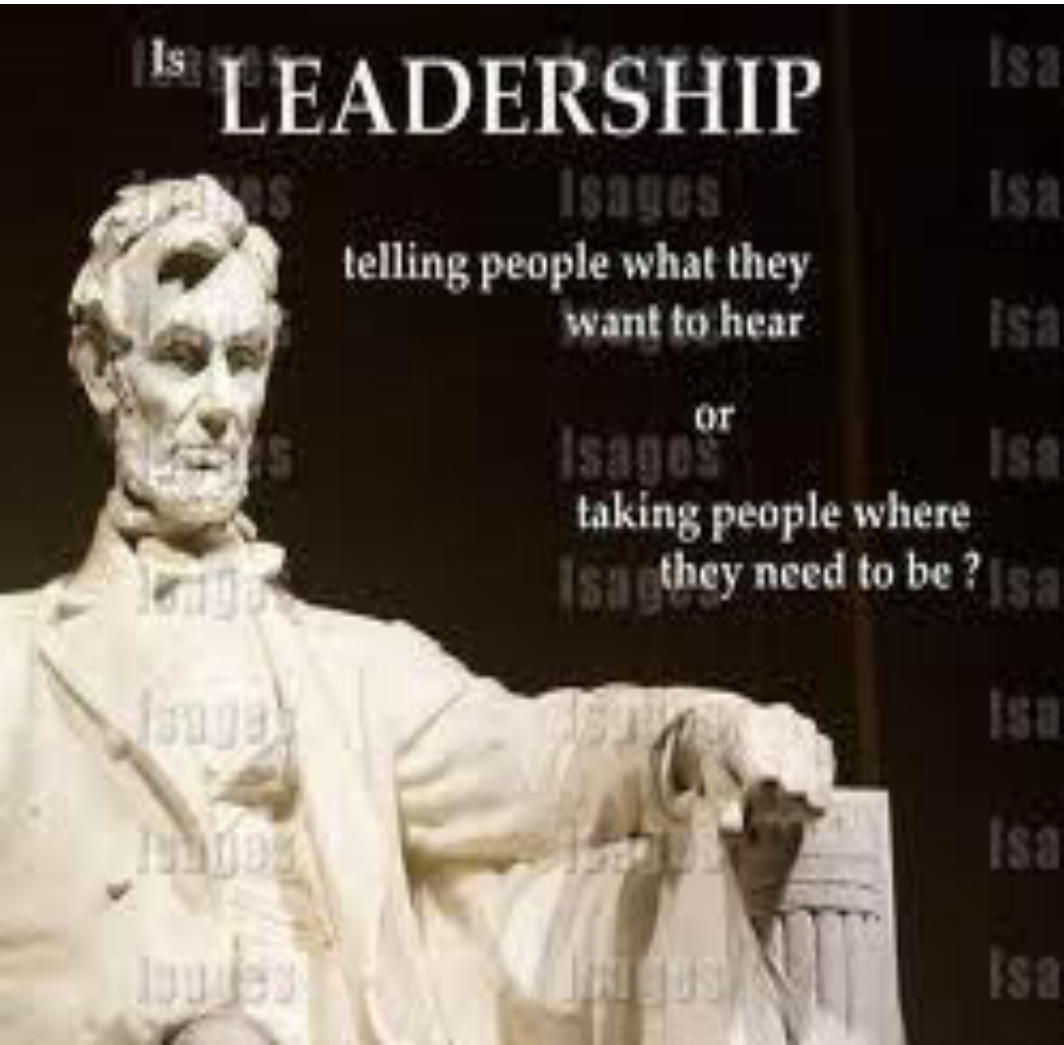
**PRESENTED BY**  
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**ICON**

*No Man Can Command Another That  
Cannot Command Himself*

*-William Penn*



# LEADERSHIP- CONCEPT, TYPES, THEORIES AND STYLES



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# INTRODUCTION



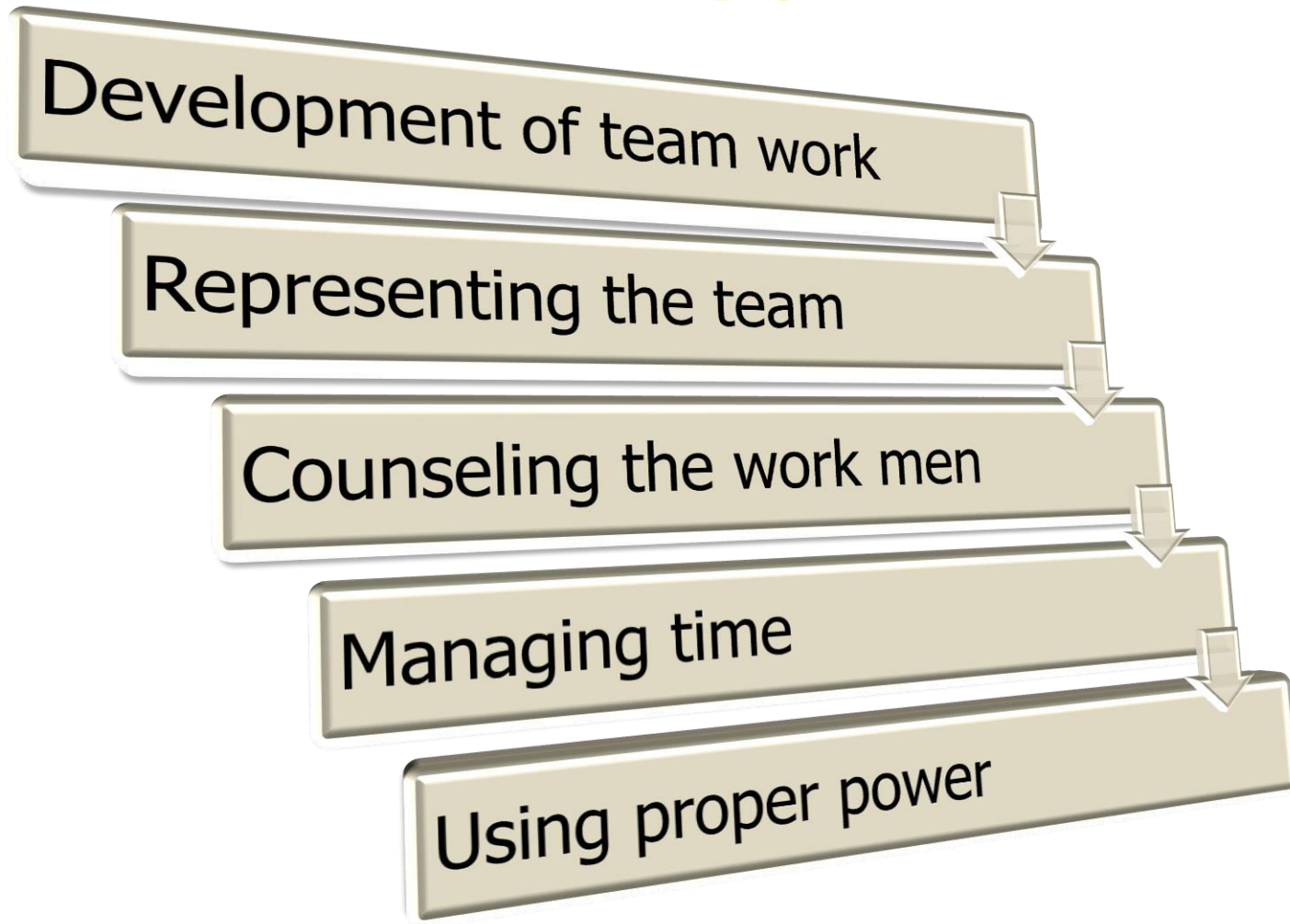
⌘ Leadership is the ability of individual to influence a group toward the achievement of goals, so that they strive willingly and enthusiastically toward the achievement of group goals.

# DEFINITION OF LEADER:



⌘ Leaders act to help a group attain objectives through the maximum application of its capabilities. They don't stand behind a group to push and prod; they place themselves before the group as they facilitate progress and inspire the group to accomplish organizational goals.

# FUNCTIONS OF LEADER:



# ATTRIBUTES OF EFFECTIVE LEADER:

Assertiveness

Advocacy

**Attributes  
of effective  
leader**

Awareness

Accountability

# AWARENESS:



⌘ Maturity

⌘ Power

⌘ Leader personality

⌘ Good interpersonal relationship

⌘ Self-awareness



# ASSERTIVENESS:



- ⌘ Assertive behavior
- ⌘ Empathic assertion
- ⌘ Escalating assertion
- ⌘ Confrontive assertion
- ⌘ Language assertion

# ADVOCACY:



⌘ Inform client of their right

⌘ Leader-advocate works to change the power structure

⌘ Distribution of resource and use of technology

# ACCOUNTABILITY:



⌘ Standards of performance.

⌘ Moves upwards from a subordinate to superior.

⌘ Formal report

⌘ Delegation of authority

# QUALITIES OF A GOOD LEADER



⌘ Intelligence

⌘ Physical features



⌘ Maturity

⌘ Vision and foresight

⌘ Inner motivation

⌘ Sense of responsibility

⌘ Empathy

⌘ Human relations attitude

⌘ Emotional balance

# CLASSIFICATION OF LEADER



⌘ FORMAL LEADER

⌘ INFORMAL LEADER

# CONCEPTS OF LEADERSHIP



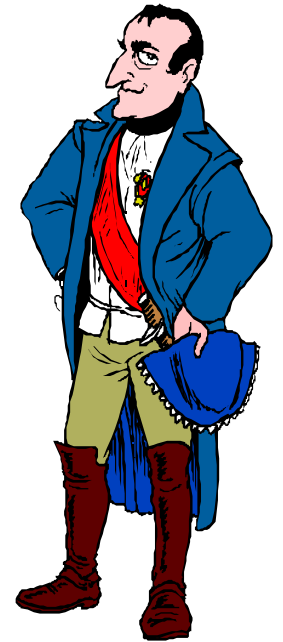
⌘ Leadership is the set of characteristics attributed to individual's who are perceived to be leader's.

⌘ The ability to lead effectively is one of the Key's to being effective manager. The essence of the leadership is followership.

# *What is leadership?*

**Leadership is the process of influencing and supporting others to work enthusiastically towards achieving objectives.**

**(Barnard Keys, 1990)**





# *What is leadership?*



**Leadership is interpersonal influence exercised in a situation and directed through communication process, towards the attainment of a specific goal or goals.**

**(L.M.Prasad, 2006)**

# *Nursing Leadership*

⌘ Nursing leadership refers to the actions taken and the role assumed by a nurse practitioner in the performance of his or her duty – delivering of quality patient care.



# FEATURES OF LEADERSHIP



- ⌘ Leadership is continuous process and its not an one shot activity.
- ⌘ Leadership may be a term of relations between a leader and his followers to functioning their common goals.
- ⌘ The followers work willingly and enthusiastically to achieve these goals.
- ⌘ It provide experience of help to followers to attain common goals.
- ⌘ Leadership is a part of management, but not the whole of it.

# IMPORTANCE OF LEADERSHIP

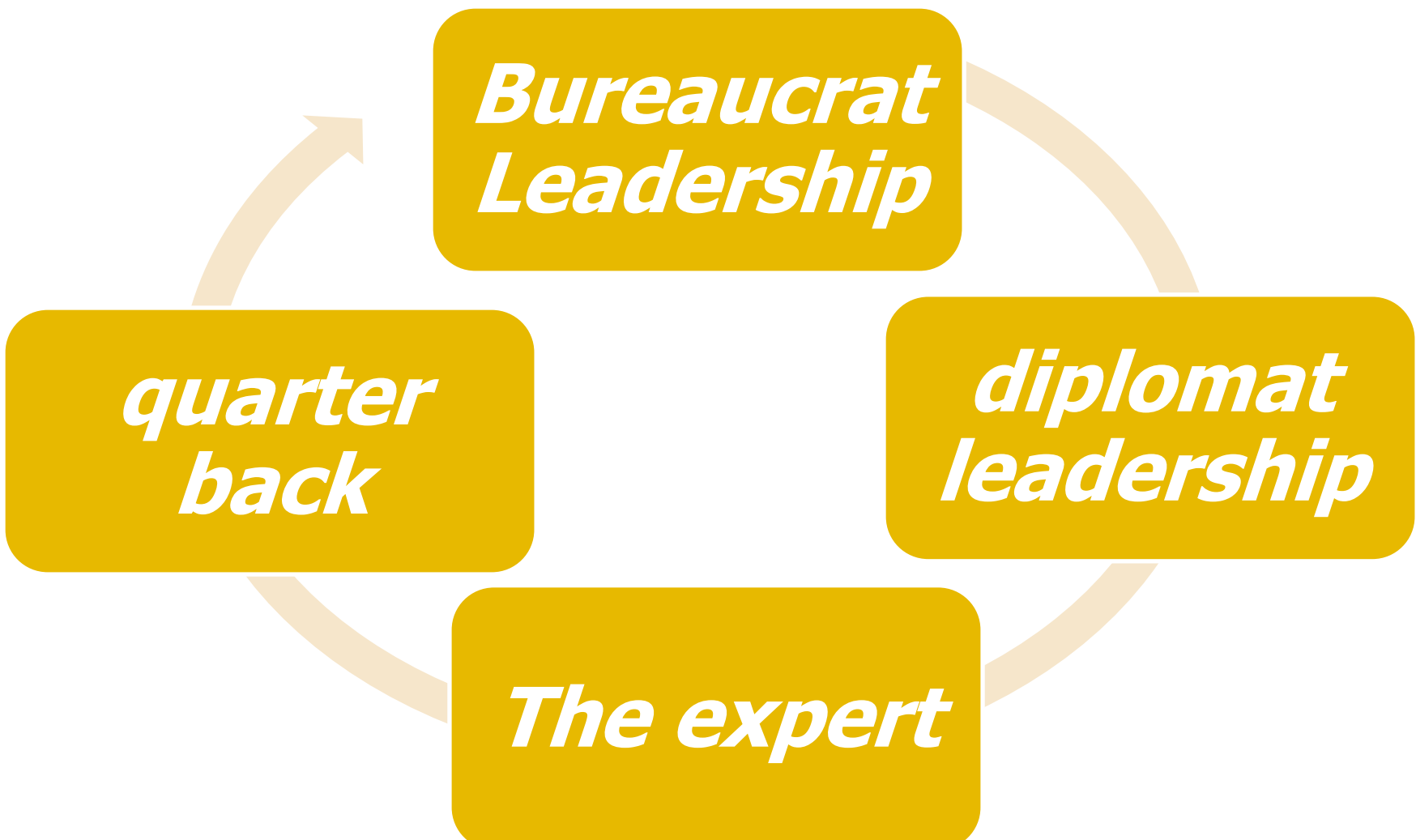


⌘ Motivating employees

⌘ Creating confidence

⌘ Building morale

# TYPES OF LEADERSHIP



*Bureaucrat  
Leadership*

*quarter  
back*

*diplomat  
leadership*

*The expert*

## ⌘ **THE BUREAUCRAT LEADERSHIP**

Who sticks to routine, appease his superiors, and avoid his subordinates.

## ⌘ **THE DIPLOMAT LEADERSHIP**

Who, is opportunistic and exploits people. He generally rouses distrust.

## ⌘ THE EXPERT

The leader, who is concerned only with his own field of specialization. He treats his subordinates as fellow-workers.

## ⌘ THE QUARTER BACK

The leader, who identifies himself with his subordinates even at risk of displeasing his superiors.





**⌘ DIFFERENCE BETWEEN  
LEADERSHIP AND  
MANAGEMENT**

# DIFFERENCE BETWEEN LEADERSHIP AND MANAGEMENT

## LEADERSHIP

## MANAGEMENT

⌘ Leadership is a part of management.

⌘ The focus is visions and purposes

⌘ Leadership creates systems that managers and changes them in fundamental ways.

⌘ Management is a wider term

⌘ The managers do things efficiently to get the results.

⌘ Management makes systems of people and technology work well day after day, year after year.

⌘ Leaders empower followers.

⌘ Leadership is concerned with influencing to contribute towards organizational goals.

⌘ Leadership emphasizes on collectively

⌘ Leadership operates in both formal and informal group in organization.

⌘ The managers control subordinates

⌘ A manager has to plan, organize and control the various organizational activities.

⌘ Management emphasizes on individualism

⌘ Management operates in a formal structure of organization.

⌘ Leaders are proactive

⌘ Managers are reactive as far as futurity is concerned.

⌘ People are lead by use of informal power

⌘ Subordinates are directed by making use of formal authority

⌘ The source of power is personal abilities of a leader

⌘ The source of power is the authority delegated by virtue of position

⌘ The transformational approach is used in leadership

⌘ The transactional approach is used in management

⌘ Align the organization to the vision

⌘ Use the bottom up approach; synthesis all the issues and solve them holistically.

⌘ Leaders are inspirational and charismatic. Energizes the people to overcome the barriers to change

⌘ Organize the team, subordinates, execute the plans, supervise, evaluate

⌘ Use the top down approach, analyze the issues into specific problems and then solve each of them

⌘ Managers are productive and effective

# Leadership Theories



**BEHAVIORAL  
THEORIES**

**CONTINGENCY  
THEORIES**

**TRAIT  
THEORIES**

**Great man  
theory or  
Charismatic  
theory**

# **1. Great Man Theory or Charismatic Theory**

⌘ A leader has some charisma which acts as influencer. Charisma is a Greek word meaning “Gift”. Thus charisma is a god gifted attribute in a person which make him a leader irrespective of the situations in which he works.

# Characteristics:



- ⌘ Charismatic leaders are having very high power of influencing others
- ⌘ They have extremely high levels of self confidence, dominance and ability to convince the followers



# Basic assumptions:



⌘ Leaders in general and great leaders in particular have some exceptional in born leadership qualities.

⌘ These inborn qualities are sufficient for a leader to be successful.

⌘ Since these qualities are inborn, these cannot be enhanced through education and training. Further, since these qualities are of personal nature, these cannot be shared by others.

⌘ These leadership qualities make a leader effective and situational factors do not have any influence.

# Limitations:



⌘ It implies that nothing can be done to develop leaders in the organizations.

⌘ A charismatic leader may fail in the changed situation thus the situational variable play their own role in determining leadership effectiveness.

## ***2. Trait theories***

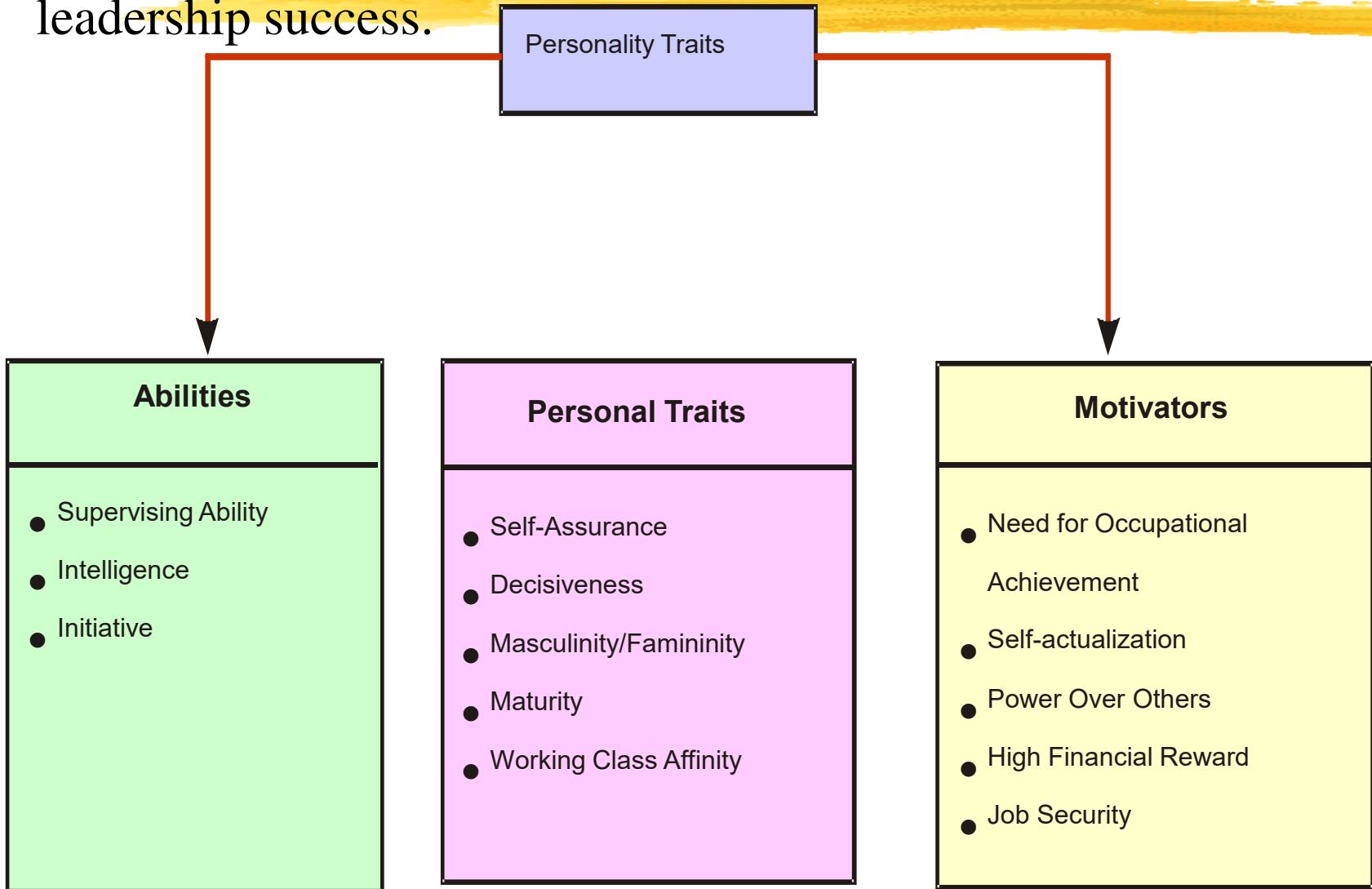
*What type of person makes a good leader?*

Trait theories argue that leaders share a number of common personality traits and characteristics, from which leadership emerges.

This also promoted the idea that leadership is an innate, instinctive quality that an individual possess.



The trait theory is based on the great man theory, but it is more systematic in its analysis of leaders. Like the great man theory, this theory assumes that the leader's personal traits are the key to leadership success.



# Implications of the theory



⌘ The two very implications are:-

⌘ The theory emphasis that a leader requires some traits and qualities to be effective.

⌘ Many of these qualities may be developed in individuals through training and development programmes.

# Limitations

## ☒ Generalization of traits

⌘ There are problems in identification of traits which may be relevant for a leader to be effective in all situations.

## ☒ Applicability of traits

⌘ The limitations that hinder the full application of trait theory in practice, is that leadership as a process of influence reflects in leaders behavior and not his traits

# Criticism of the Trait Theory

- ❖ Various studies prove that the trait theory cannot hold good for all set of circumstances.
- ❖ The list of traits is not uniform and different authors have given different lists of traits.
- ❖ It fails to take into account influence of other factors on leadership.
- ❖ There have been leaders who doesn't have these traits but they are recognized as a good corporate leader and on the other hand the persons with the traits listed in this theory are not the good leaders.



# **3. Behavioral theories**

*What does a good leader do?*

**Behavioral theories focus on how leaders behave.**



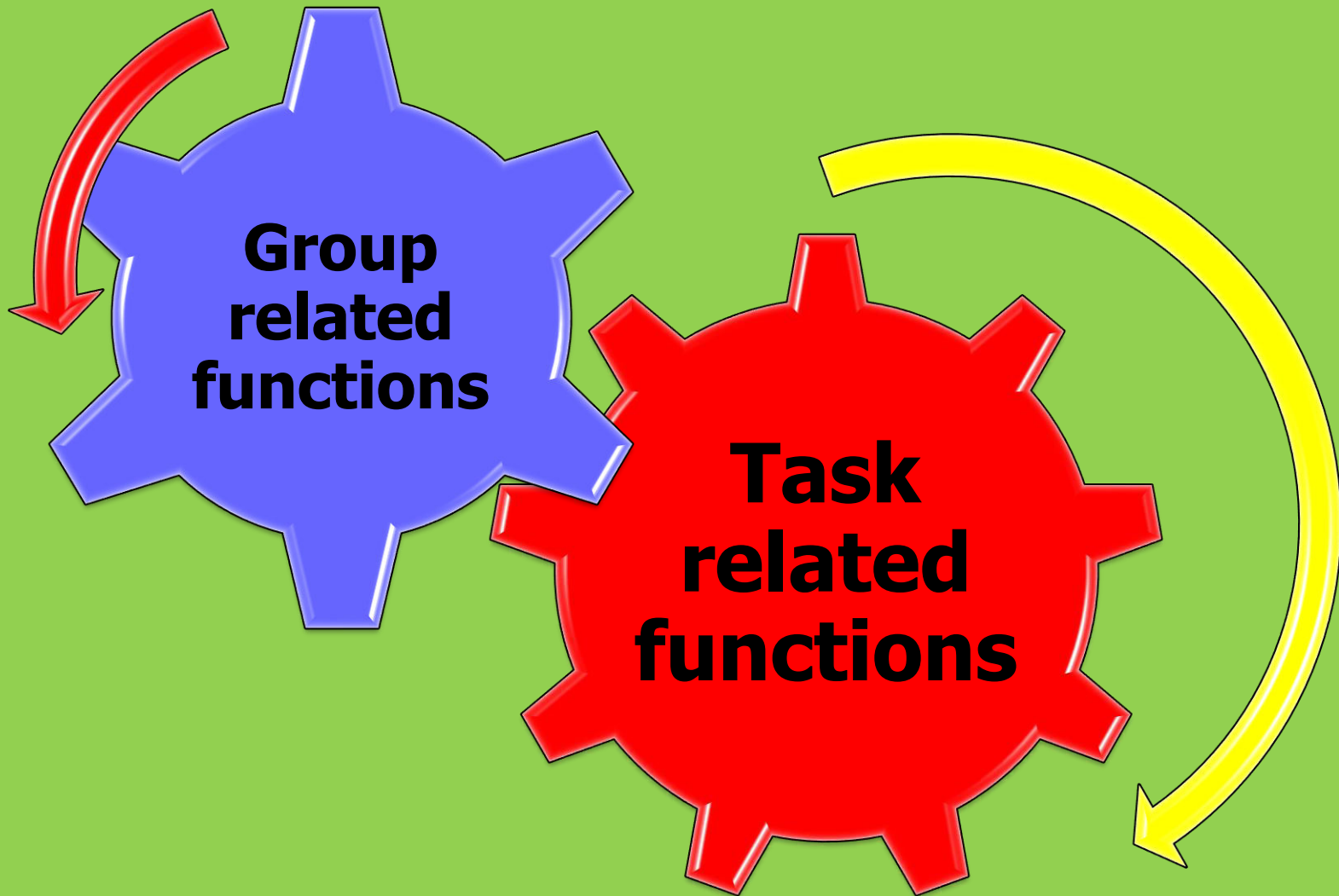
# Behavioural Theory

- ⌘ The limitations of Trait Theory led to a significant change in the leadership approach.
- ⌘ In this theory full focus is on the actual behavior and actions of leaders instead of their personal qualities.
- ⌘ This theory emphasis on what the leaders do and how they behave to become effective leaders.
- ⌘ According to trait theory leadership is inherited but according to behavior theory leadership can be learned.
- ⌘ Several attempts have been made to identify the dimensions of leader behavior. The most systematic and comprehensive studies in this direction were conducted in USA at Ohio State University and University of Michigan during 1945-47.

# Ohio State Studies:

- ⌘ In 1945 the Bureau of Business Research at Ohio State University initiated a series of studies on leadership.
- ⌘ The main objective of the studies was to identify the major dimensions of leadership and to investigate the effect of leader's behavior on employee behavior and satisfaction.
- ⌘ Ultimately, these studies narrowed the description of leader behavior to 2 dimensions:
  - Initiating structure
  - Consideration

- ❖ **Initiating structure:** defines and organizes relationship between himself and members of the group.
- Establishes well defined patterns of organization
- Develop channels of communication and methods or procedure.
- To supervise the activities of employees.
- ❖ **Consideration:** behavior characterized by:
  - Friendliness
  - Mutual trust
  - Respect
  - Supportiveness
  - Openness
  - Concern for the welfare of employees



# Implications of the theory




⌘ Behavioral theory of leadership has some important implications for managers. They can shape their behavior which appears to be functional and discard the behavioral which appears to be dysfunctional.

# Limitations



⌘ A particular behavior may be functional at a point of time but it may be dysfunctional at another point of time. Thus the time elements will be a decider of the effectiveness of the behavior and not the behavior itself.



⌘ Effectiveness of leadership behavior depends on various factors which are not in the leader but external to him like nature of followers and the situations under which the leader's behavior takes place. These factors have not been given adequate consideration



# **4. Contingency theories**

*How does the situation influence good leadership?*



This theory try to predict which leadership style is best in which circumstance.



**⌘ Subordinates characteristics**

**⌘ Leader's situation**

**⌘ Group factors**

**⌘ Organizational factors**

# Implications of the theory



⌘ It offers clues why a manager who is successful in one situation, fails when there is change in the situation.

⌘ A manager may do better by adopting management practices including leadership which match with the situational variables.

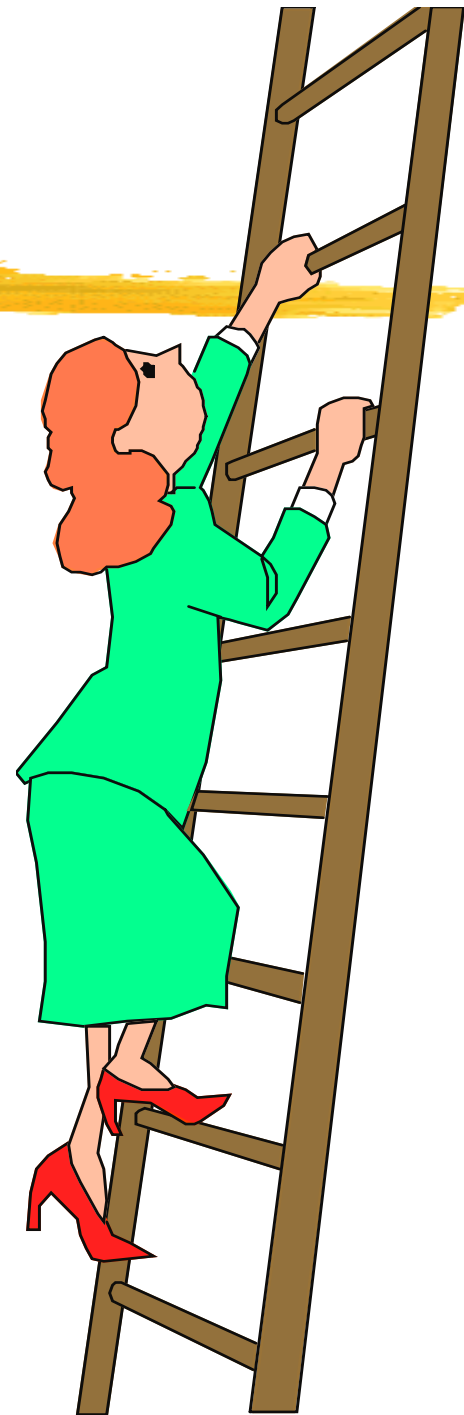
# Limitations



- ⌘ The theory appears to be good on the surface but become quite complex in practice because of numerous contingent factors.
- ⌘ This theory loses the insight of leadership and the leader is overwhelmed by the contingent.

# 5. New theory of leadership

⌘ Bennis and Manus (1995) suggest new theory of leadership based on an extensive study of 90 leaders who participated in interview for the purpose of discovering what is common to leadership and leadership.



⌘ The findings of this study concluded that there are four types of human handling skills common to leaders. The authors elaborate in great detail the specific of these skills and refer to them as strategies.

⌘ Strategy – I :- Attention through vision

⌘ Strategy – II :- Attention through vision

⌘ Strategy – III :- Attention through vision

⌘ Strategy – IV :- Attention through vision

# IMPLICATIONS:

⌘ Leadership can be learned and cultivated.

⌘ Leaders are not necessary charismatic. In fact, leadership is more than a characteristic and charisma just may be the result of effective leadership.

⌘ Leadership is not limited to those who reside at the top of the organization. Rather, leadership opportunities exist at all levels of the organization. It is not so much the exercise of power but the empowerment of others.

# 6.PATH-GOAL THEORY

⌘ This theory of leadership suggesting that the primary function's of a leader are to make valued or desired reward's available in the workplace and to clarify for the subordinate the kind's of behavior that will lead to those reward's that is leader should clarify the path's to goal attainment.



# ⌘ Leader Behavior

⌘ 1). Directive behaviour

⌘ 2) Supportive leader behaviour

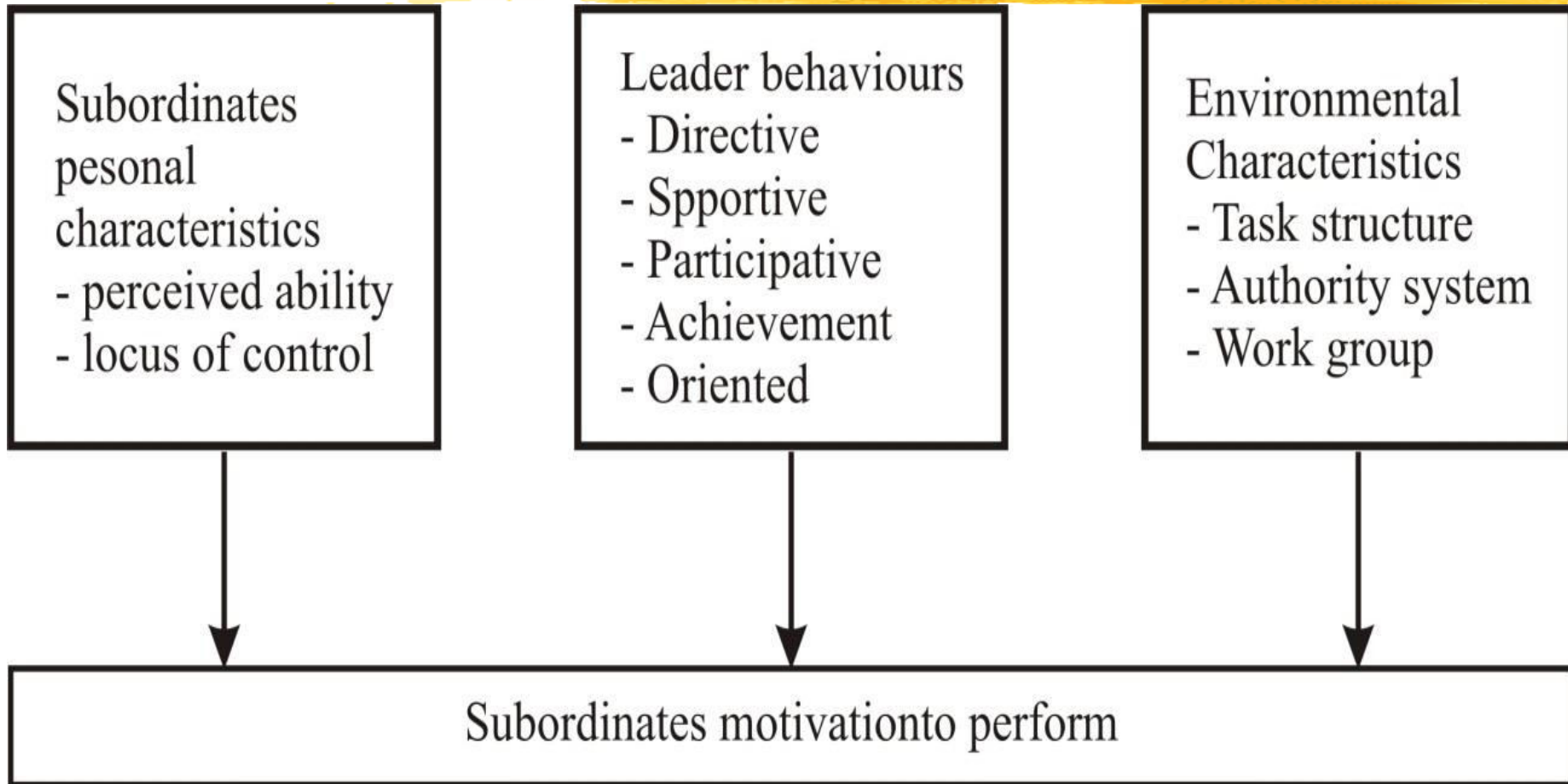
⌘

⌘ 3) Participative leader behaviour

⌘

⌘ 4) Achievement – oriented leader behaviour

# Situational factors



**Fig. The Path-goal Framework**

# LEADERSHIP STYLE



## ⌘ Definition:

⌘ Leadership style can be defined as how a person plays a role. If we go further, how she reacts, how she decides, how she interacts and how she treats other people.

# Approach of leadership styles:

## ⌘ Based on behavioral approach

⌘ Power orientation

⌘ Leadership as a continuum

⌘ Employee production system

⌘ Managerial grid

## ⌘ Based on situational approach

⌘ Fielder's contingency model

⌘ Hersey and Blanchard's situational model

⌘ Path goal model

# Power orientation



⌘ Autocratic leadership

⌘ Participative leadership

⌘ Free-rein leadership

# Leadership Styles

## 1. Autocratic leadership



# 1. Autocratic leadership



□ Autocratic leadership is also known as authoritarian, directive or monothetic style. In autocratic leadership style, a manager centralized decision-making power in him.

⌘ There are three categories of autocratic leader.

⌘ ***Strict autocrat***

⌘ He follows autocratic styles in a very strict sense.

⌘ ***Benevolent autocrat***

⌘ He also centralizes decision-making power in him,  
but his motivation style is positive.

⌘ ***Incompetent autocrat***

⌘ Sometimes superiors adopt autocratic leadership style just to hide their incompetence



# *Participative leadership*



## *2. Participative leadership*

Participation is defined as mental and emotional involvement of patient in a group situation which encourages him to contribute to group goals and share responsibility in them.

⌘ A participative manager decentralizes his decision making process, instead of taking unilateral decision, he emphasizes on consultation and participation of his subordinate. Subordinates are broadly informed about the conditions affecting them and their job.

# 3. Laissez-faire leadership



### 3. Free-rein leadership

⌘ Free rein or laissez-fair technique means giving complete freedom to sub-ordinates. In this style, manager once determines policy, programmes limitation for action and the entire process is left to subordinates. Group members perform everything and the manager usually maintains contacts with outside persons to bring the information and materials which the group needs.

# Leadership as a continuum

⌘ A variety of styles of leadership behavior between two extremes of autocratic and free-rein.

⌘ A broad range of style on a continuum moving from authoritarian leadership behavior at one end to free-rein behavior at the other end.

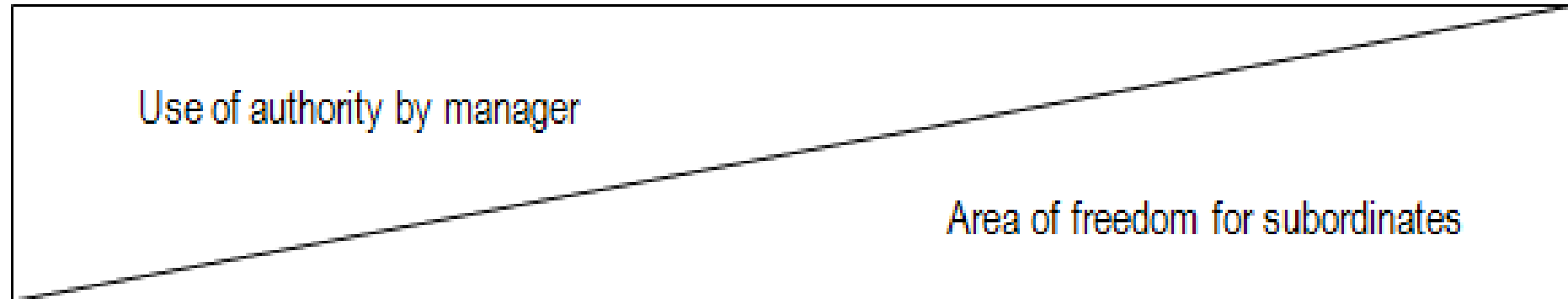


**Autocratic**

(Boss-centered  
Leadership)

**Free-rein**

(Subordinate-centered  
Leadership)



Manager makes  
decisions and  
announces

Manager presents  
ideas and invites  
suggestions

Manager presents  
problems, gets  
suggestions and  
makes decisions

Manager permits  
subordinates to  
function within limits  
defined by superior

Manager sells  
decisions

Manager presents  
tentative decision  
subject to change

Manager defines  
limits, asks group  
to make decision

# 3. Likert's management system

⌘ Likert's four system of management in terms of leadership styles may be referred to as exploitative

⌘ Autocratic (system 1),

⌘ Benevolent autocratic (system 2),

⌘ Participative (system 3) and

⌘ Democratic (system 4).



## Rensys Likert's Management Systems

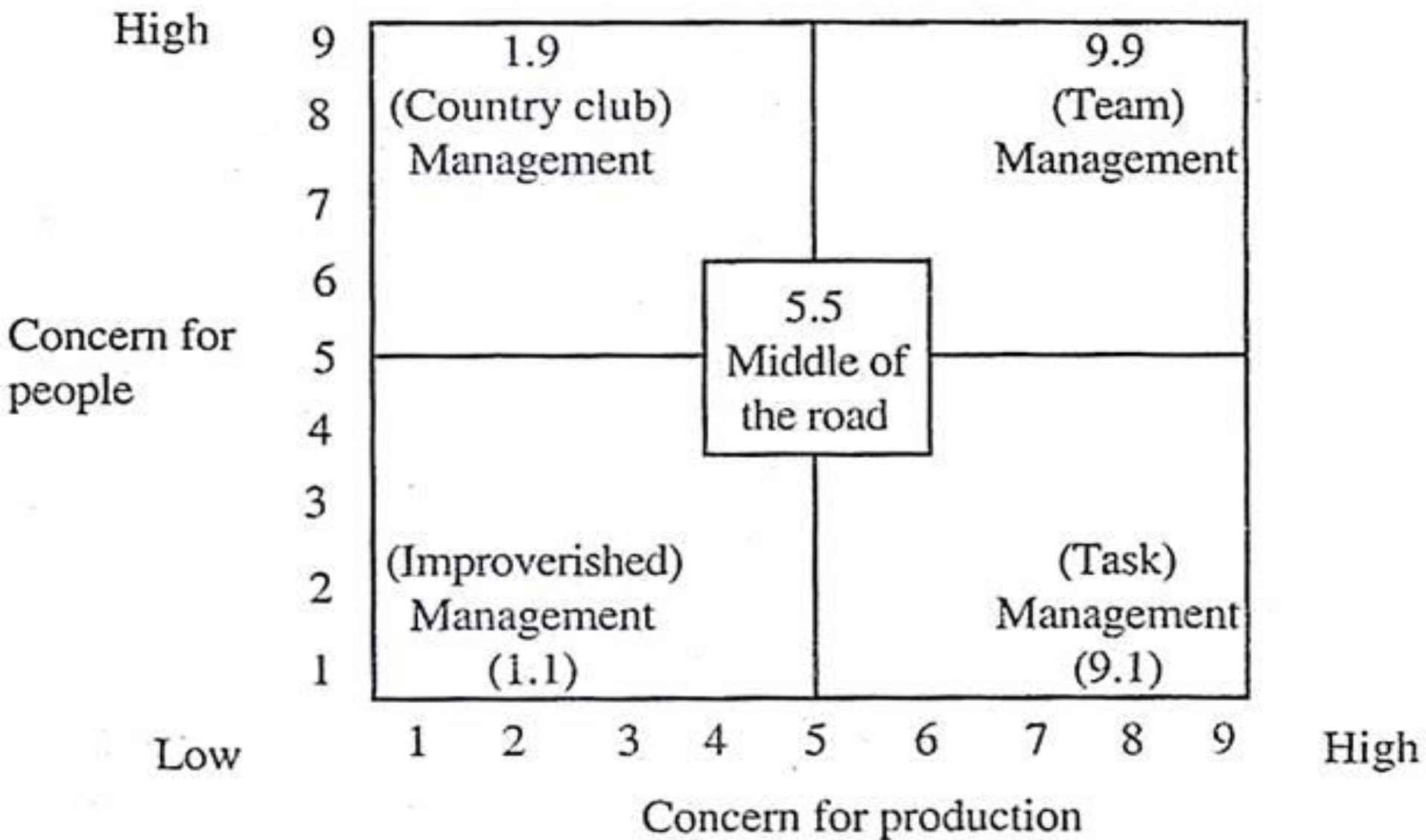
	<b>Trust</b>	<b>Motivation</b>	<b>Interaction</b>
<b>System 1</b>	no trust	fear, threats, and punishment	little interaction, always distrust
<b>System 2</b>	master/servant	rewards and punishment	little interaction, always caution
<b>System 3</b>	substantial but incomplete trust	rewards, punishment, some involvement	moderate interaction, some trust
<b>System 4</b>	complete trust	goals based on participation and improvements	extensive interaction. Friendly, high trust.

Diagram courtesy of David J Richards  
<http://www.odportal.com/leadership/fastlearner/likert.htm>

# 4. Managerial grid



- ⌘ One of the most widely known approaches of leadership styles is the managerial grid developed by **Blake and Mouton**. They emphasize that leadership style consists of task oriented and relation oriented behavior in varying degrees.



**MANAGERIAL GRID**

# **Blake and Mouton have described the five styles as follows:**



- ⌘ 1,1 Exertion of minimum effort is required to get work done and sustain organizational moral
- ⌘ 1,9 Thoughtful attention to need of people leads to a friendly and comfortable organizational atmosphere and work tempo.

⌘ 9,1 Efficiency results from arranging work in such a way that human elements have little effect.

⌘ 5,5 Adequate performance through balance of work requirement and maintaining satisfactory morale

⌘ 9,9 Work accomplished is from committed people with interdependence through a common stake in organizational purpose and with trust and respect.

# Tri-dimensional grid

⌘ Reddin conceptualized a three-dimensional grid, also known as 3-D management borrowing some of the ideas from managerial grid. Three dimensional axes represent task orientation, relationship orientation to the task oriented and relationship oriented behavior dimension.

## ⌘ Task and Relationship Orientation



⌘ According to this, following are ineffective styles;

⌘ *Deserter* : low task and low people orientation

⌘ *Missionary*: interest in harmony, believes in easy  
life

⌘ ***Autocrat*** : immediate jobs and has no concern for other; decisions are unilateral and centralized

⌘ ***Compromiser***: high risk task and relationship orientation in either is part decision maker and avoid decisions.



# Corresponding effective styles:

⌘ *1. Bureaucrat:* He has high orientation towards organizational rules and relationships, is impersonal, less task and relationship oriented; produces only few ideas, and does not take initiative.

⌘2. *Developer*: He tends to display implicit trust in people, relies on high relationship orientation and less task orientation, believes in commitment to work, openness, freedom to act, self-expression and development of subordinates.

### ⌘ 3. Benevolent autocrat:

⌘ He is directive manager who knows that he wants and often gets it without creating resentment, is high task and less people oriented, adopts positive economic motivation for getting things done and follow feudalistic approach in managing the organization.

## ⌘ **4. Executive**

⌘ He has a high risk and high relationship orientation in a situation where such behavior is appropriate, emphasizes team management; task is regarded as interdependent and integrated. The style acts as a powerful motivational instrument in the organization. This is a democratic leadership style.

# FIEDLER'S CONTINGENCY MODEL



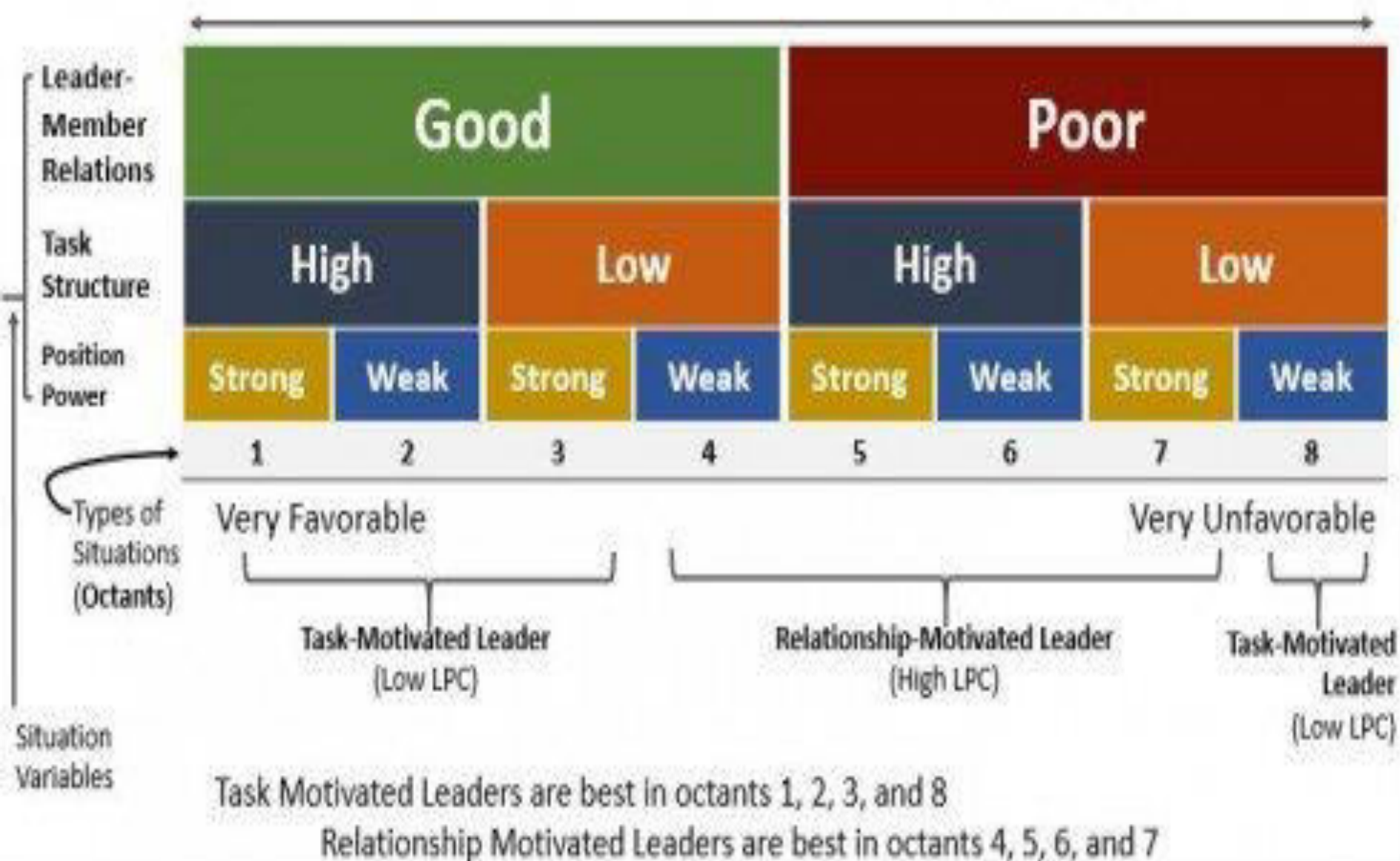
⌘ Fiedler's model consists of three elements

☑ Leadership styles

☑ Situational variables

☑ interrelationship

# Fiedler's Contingency Model: An Eight-Octant Continuum



# HERSEY-BLANCHARD'S SITUATIONAL MODEL



⌘ Leadership style may be classified in to four categories based on the combination of two considerations; relationship behavior and task behavior.

⌘ Relationship behavior is determined by socio-economic support provided by the leader. Task behavior is seen in terms of the amount of guidance and direction provided by the leader. Combination of these two dimensions results into four styles.



# Subordinate maturity:

⌘ Maturity in this model has been used in the context to ability and willingness of the people to directing their own behavior and not strictly in accordance with the immaturity maturity theory of Argyris. Ability refers to the knowledge and skills of an individual to do the job and is called job maturity.

⌘ Low ability and low willingness – low maturity



⌘ Low ability and high willingness – low and moderate maturity

⌘ High ability and high willingness – moderate to high maturity

⌘ High ability and high willingness – high maturity

# Combining leadership style and maturity

## ⌘ Telling

⌘ Where the subordinates have low maturity, that is neither they have ability nor they are willing to do, they require telling leadership style. It emphasizes directive behavior and involves high task behavior and low relationship behavior.

## ⌘ Selling

- ⌘ For subordinates of moderate maturity who have high willingness but lack ability, selling leadership style is appropriate. The subordinate require both supportive and directive behavior which is marked by high task and high relationship behavior.

## ⌘ Participating

- ⌘ Subordinates with moderate to high maturity who have ability to do but willingness require high external motivating force, in such a situation, participating leadership style with low task behavior and high relationship behavior is more appropriate.

## ⌘ Delegating



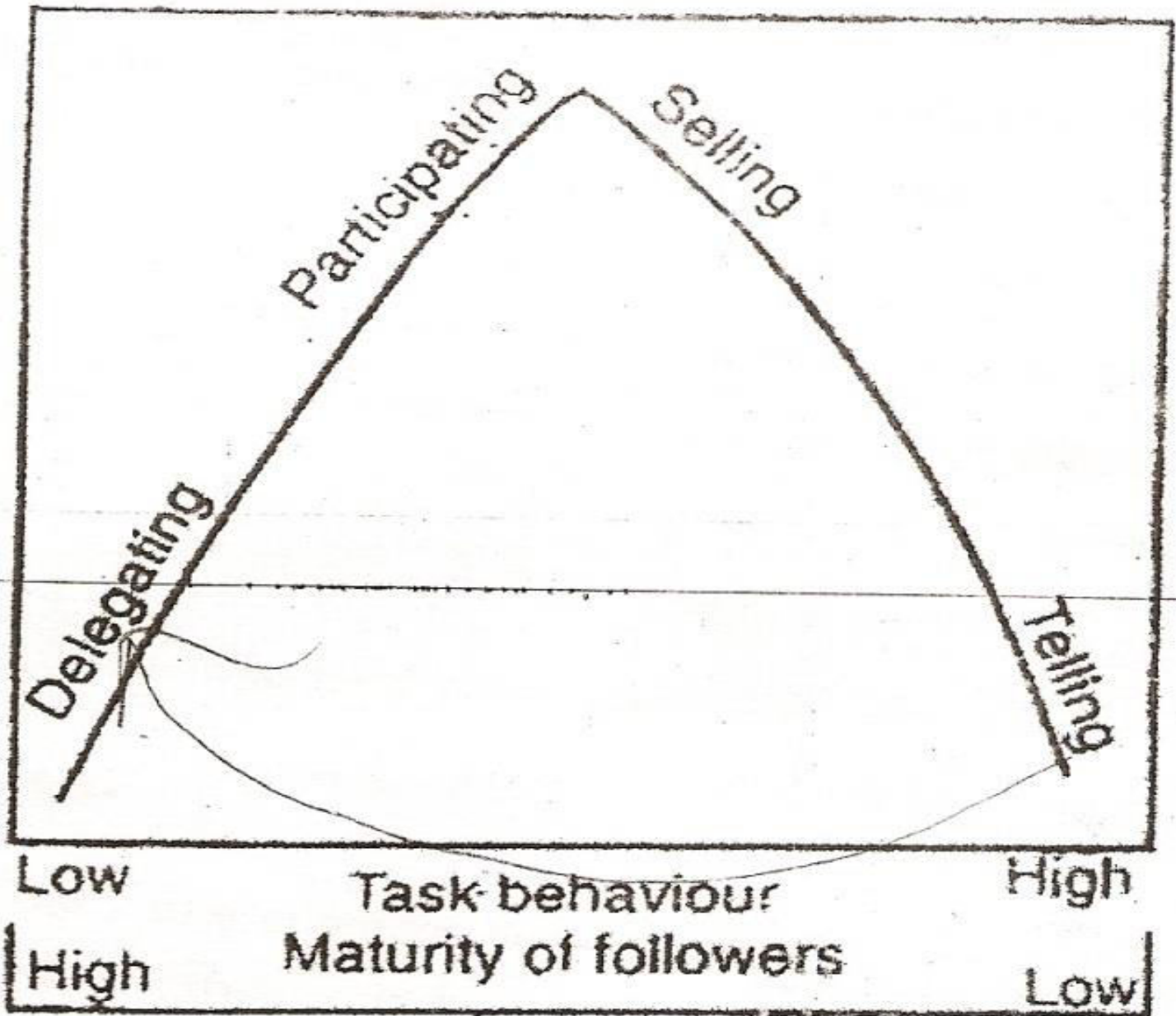
⌘ Subordinate with high maturity that is they have both ability and willingness to work, hardly any leadership support. The most appropriate leadership style in such a situation is delegating which involves low task behavior and low relationship behavior.



High

Relationship behaviour

Low



Low

Task behaviour

High

High

Maturity of followers

Low

# *Nursing Leadership*



**Nursing leadership is that what gives nursing a vision and its abilities to transform clients' health. This transformation occurs through the leaders translation of vision into reality with clients.**



# LEADERSHIP STYLES EXHIBITED BY NURSES



⌘ **Relationally focused leadership styles:**

⌘ These include

- ❖ transformational leadership,
- ❖ individualized consideration and
- ❖ resonance leadership.

# Task focused (non- relationally focused)

## leadership styles:



- ⌘ Active management by exception
- ⌘ Laissez- faire styles
- ⌘ Passive- avoidant leadership
- ⌘ Transactional leadership
- ⌘ Dissonant leadership style
- ⌘ Instrumental leadership:

# *Effective Leadership In Nursing*

Be proactive

Begin with the end in mind

Put first things first

Think win-win or no deal

Seek first to understand, then to be understood

Value difference and bring all perspectives together

Have a balanced, systematic program for self-renewal



## **1. Be proactive:**

The nurse needs to set a goal and work to achieve it.

She should accept her own ability to responsible in dealing with clients.

## **2. Begin with the end in mind:**

The nurse should identify what is really important to her and try to be and to do.

### **3. Put first things first:**

The formula for the nurse who wants to stay focused on the important business of nursing and give less energy to the unimportant is to prioritize, organize, and finally, perform.

### **4. Think win-win or no deal:**

Interdependency is the most mature goal for any relationship; thus a interdependency would emphasis mutual benefits.

## **5. Seek first to understand, then to be understood:**

Empathy is the habit reflected in this principal that is the ability to understand the clients' reality of experiences.

## **6. Value difference and bring all perspectives together:**

Respect is the characteristic that enables the nurse to develop this habit. Using synergy, the nurse and client multiply their individual talents and abilities.

## **7. Have a balanced, systematic program for self-renewal:**

Consistency in having a regularly planned and balanced program for self-renewal prevents weakening of the body, mechanization of the mind, exposure of raw emotions, and desensitization of the spirit.

# Techniques To Become An Effective Leader





⌘ Planning and organizing the work schedule according to availability of personnel and materials.

⌘ Assigning work to the subordinates with clear definitions

⌘ Maintain good communication

⌘ Co-operation and co-ordination between superior and subordinates

⌘ Identifying talented subordinates and involving them in planning

⌘ Democratic supervision

⌘ Evaluation of performance of subordinates and self

## **APPLICATION OF LEADERSHIP IN NURSING**

- **1. Patient care coordination**
- **2. Employee responsibilities**
- **3. Guidelines for delegating nursing care**
- **4. Mentorship:**
- **5. Preceptor ship:**
- **6. Continuing education**

# Leadership Styles In Indian

## Organisation



Indian work organizations can be classified into three parts

- Family-managed traditional organization
- Professional-managed classification and foreign - owned organizations
- Public sector organization



# LEADERSHIP FOR HEALTH CARE PROFESSIONALS



- ⌘ Nursing as compared with other discipline in health care has more established literature on leadership.
- ⌘ Covey (1987) has been one of the most influential writers on leadership for healthcare professionals. Covey outlines a process of increasing maturity within leadership which moves from dependence towards a state of interdependence

⌘ He outlines relationships built upon mutual trust and respect for others and describes an emotional back account where deposits must be made before withdrawals can be taken.

⌘ Beverly Alimo-Metcalfe is a key writer on transformational leadership in the healthcare and has developed tools for assessing transformational leadership. Alimo-Metcalfe (1988) argued that earlier definitions of “leadership”, as well as the instruments to measure leadership, have been derived from predominantly or exclusively male managerial population

⌘ In her study, the explicit intention was to include a substantial proportion of women from whom constructs of leadership were elicited by conduction interviews, as well as to include women in the sample o whom the draft questionnaire would be piloted. This process led to a somewhat different transformational leadership construct.





**THANK U..**