

Organizational Behaviour- II
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Lecture - 38

**Theories of Leadership Trait Behavioural Contingency LMX Three-Dimensional Model,
Path-Goal Leadership and VUCA**

Welcome back to the lecture sessions on leadership. In the past lecture sessions, we have discussed about the definition of leadership the concept of leadership why it is important for organizational behaviour how it helps in group dynamics. And we have also discussed some of the types of leadership in today's discussion we are going to discuss on the theories of leadership.

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So, this part of the lecture session will be held on the theories of leadership.

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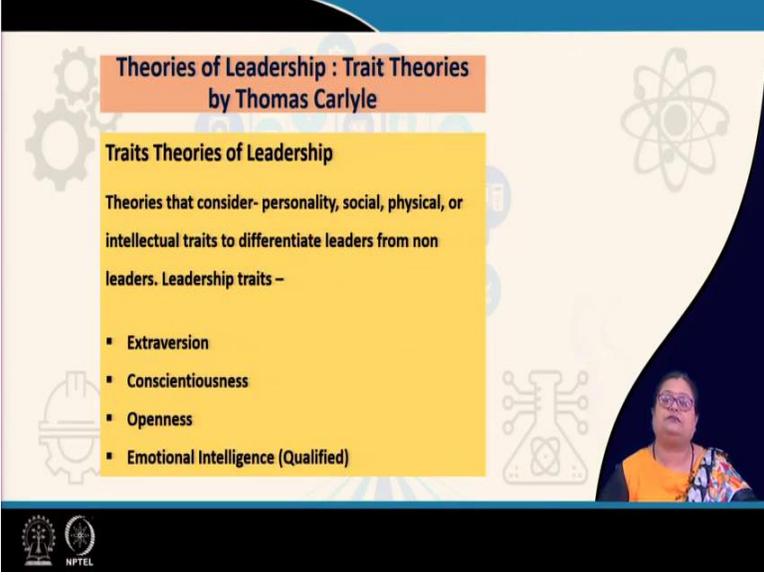
The theories that we are going to discuss over here are the trait theories by Thomas Carlyle behaviour theories of leadership, Near Theory of Maslow and McClelland, Contingency Theories Hershey and Blanchard, Situational Leadership Theory, Elliptic Theory, Red Dean's 3d Model and VUCA Opportunities by Warren Bennis and Bart Nanas. Now how we have tried to focus on these theories are like whenever we are talking of the trait theories and the behavioural theories these are more focused on the qualities.

Like when you are talking of the trait theories these are focused more on the qualities possessed by the leaders and whenever we are discussing about the behavioural theories, we are trying to discuss on the how the leaders behave either with and their preferences for either task or people. Need theories mainly focus on the needs or motivations which drive a leader but whenever we are discussing on contingency theories or Hershey Blanchard theories LMX or The Readings Model.

These are more focused on like how the leader changes his or her styles depending on the situation and the development level of the followers and the needs of the followers. So, these are more theories which focus on the interaction of the leader and the member along with the context in which this interaction happening. And the VUCA opportunities also discusses on the leadership styles which are more preferable based on the different situations in which the organization runs through and the readiness of the organization for facing those situations. So, let

us begin with the trait theories first.

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Theories of Leadership : Trait Theories by Thomas Carlyle

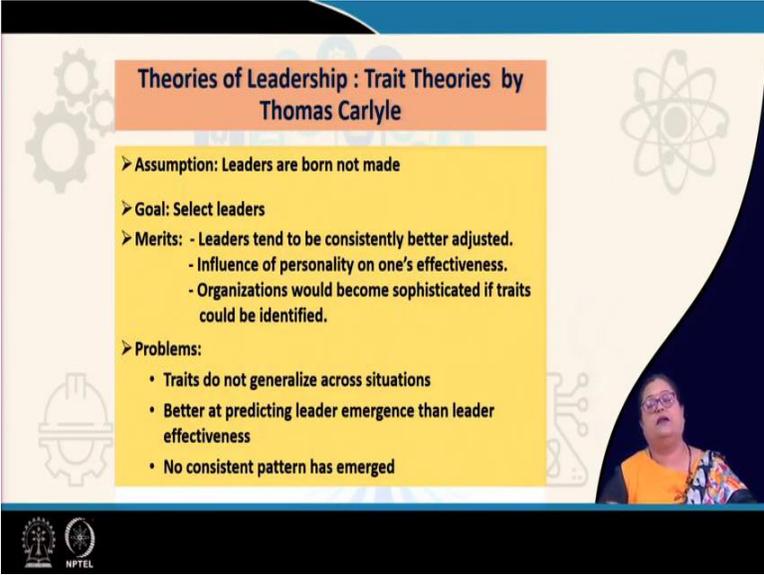
Traits Theories of Leadership

Theories that consider- personality, social, physical, or intellectual traits to differentiate leaders from non leaders. Leadership traits –

- Extraversion
- Conscientiousness
- Openness
- Emotional Intelligence (Qualified)

Trait theories of leadership, it is the that group of theories which consider like the personality social physical or intellectual traits of different that differentiate leaders from the non-leaders. And these leadership traits are extroversion conscientiousness openness and emotional intelligence.

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Theories of Leadership : Trait Theories by Thomas Carlyle

- Assumption: Leaders are born not made
- Goal: Select leaders
- Merits: - Leaders tend to be consistently better adjusted.
- Influence of personality on one's effectiveness.
- Organizations would become sophisticated if traits could be identified.
- Problems:
 - Traits do not generalize across situations
 - Better at predicting leader emergence than leader effectiveness
 - No consistent pattern has emerged

The assumptions of these theories are mainly that the leaders are born and they are not made. So, the goal over here is to select leaders. The merits of these groups of theories are like they tend to like you understand like leaders tend to be consistently better adjusted than others it has it shows

the influence of personality on one's effectiveness. And the organizations are going to become more sophisticated if traits like these could be identified.

Now the problems with these groups of theories are like the traits can do not generalize across different situations. Because different kinds of situations and in which we have different nature of people as followers with their different kinds of needs. So, the leader having one set of traits which is successful in one situation may not make that leader very effective in another kind of situation. So, and. So, this is one of the problems like the traits do not generalize across situations.

And these trait theories are more focused and they can better explain like what given what qualities you can emerge as a leader. But it does not tell like whether you will be successful or effective in a particular situation because it depends you may be having a set of dormant traits but again you have to apply that in that particular situation you have to interpret the situation properly you have to understand your followers properly.

And then maybe you have to show your particular behaviour in that situation and context. So, these trait theories are better in predicting a leader emergence rather than it showing the leader effectiveness. And for this the research is also very diverse and no consistent pattern has emerged till now.

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Theories of Leadership: Behavioral Theories

Behavioral Theories of Leadership
Theories proposing that specific behaviors differentiate leaders from non-leaders.

Behavioral Theory
Leadership behaviors can be taught.

vs.

Trait Theory
Leaders are born, not made.

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We have other groups of theories which are called behavioural theories. The behavioural theories of leadership which proposes that specific behaviours differentiate leaders from non-leaders the basic assumption of the behavioural theory is that leadership behaviours can be taught while the trait theory assumes like the leaders are born and they are not made.

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Behavioral Theories (continued...)

Behavioral Approach

- Ohio State University Studies identified two dimensions of leadership:
 - Initiating Structure refers leaders behaviour defines the group task, and supervises their activities
 - Consideration refers leader behaviour characterised by friendliness and openness, trust and concern for welfare of employees
- Assumption: Leaders can be trained
- Goal: Develop leaders

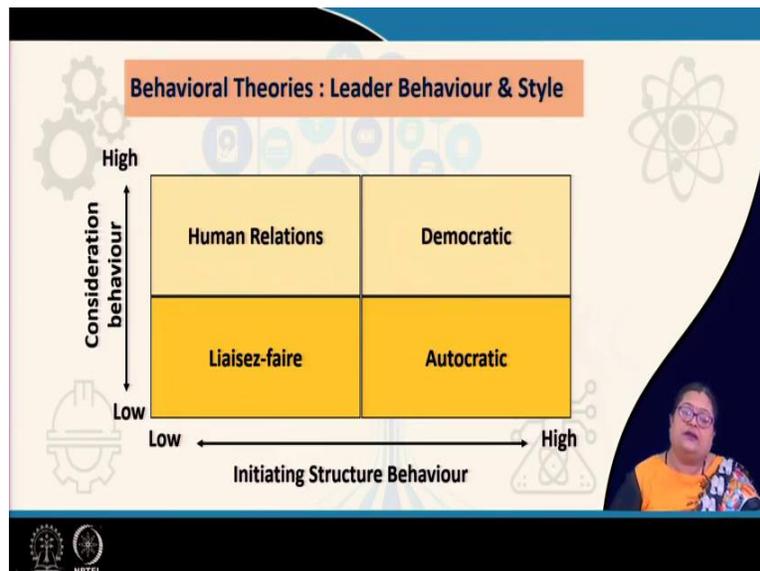
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The initial behavioural theories were done in the Ohio State University and University of Michigan. So, here we are discussing on the Ohio State University studies which identified two dimensions of leadership, initiating structure which refers to the leader behaviour which defines the group task and supervises their activities. Consideration refers to leaders' behaviour characterized by friendliness and openness trust and concern for the welfare of employees.

The assumption here is that the leaders can be trained if they have initial orientation either to initiating structure or to consideration, they can always be trained to develop the other orientation like if you are task oriented. You can be trained to develop people orientation or consideration and the vice versa and the goal here is to develop the leaders. The University of Michigan studies also focused on similar two kind of variables which are like employee orientation and task orientation where their focus is on like and how it affects the productivity.

And what they found is that like when the leaders are more employee oriented it leads to better productivity as compared to when they are only task oriented.

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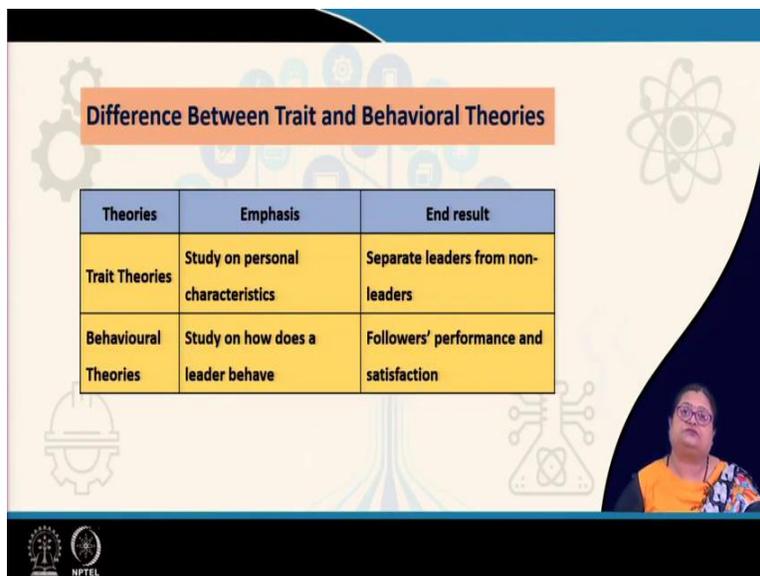
So, if you can summarize which we show like the leadership styles as we have understood from the Ohio studies is like the initiating structure is like it can be having two ends like the weather low and high. And the consideration behaviour which is also at the low and high if you are lower in task consideration task orientation and also low in consideration for employees what you talk of is a Laissez-faire type of style which is a free ring style which I have already discussed in the last discussion.

If you are high in task orientation and low in people orientation you develop a style which is taken to be an autocratic leader which is more focused on the task and less concerned about the

well-being of the employees. If you are high in people orientation and low in task orientation then you are more human relations oriented where you are more concerned with the well-being of the people and like how to take care of them.

And it may. So, happen like you lose focus on the tasks that needs to be performed for which the team has been formed. But if you are both high in task orientation and high in people orientation the type of leadership style that we get is called democratic leader who has a balanced approach both towards the task and to the people orientation and that leads to the better performance in the organization.

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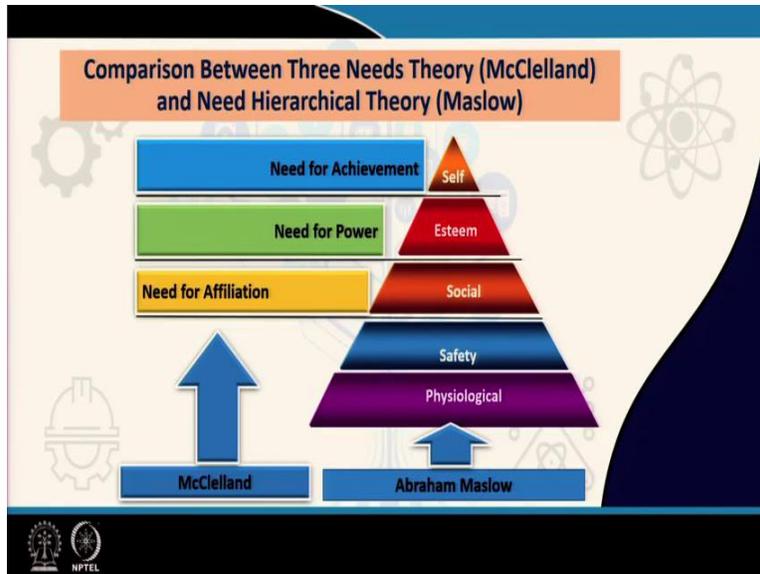


Theories	Emphasis	End result
Trait Theories	Study on personal characteristics	Separate leaders from non-leaders
Behavioural Theories	Study on how does a leader behave	Followers' performance and satisfaction

Now what are the differences between the trait and behaviour theories are like in trait theories the emphasize is on study of the personal characteristics of the leader and the end result is to separate leaders from the non-leaders. So, that you can select who is a better leader. In the behavioural theories. So, the focus is on to study how does a leader behave and the end result is like it gets reflected on how the follower's performance and satisfaction is reached.

So, whether you are an effective leader or not it will get proved if the follower's performance improves and they are better satisfied. So, that is the end result for the behavioural theories.

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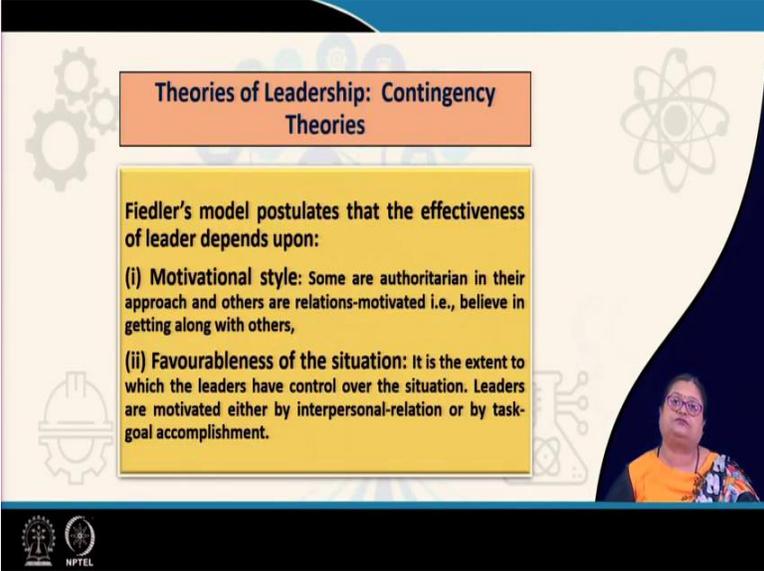
Comparison between the three needs theory of natural and need hierarchical theory of Maslow. In Maslow we have five levels of needs like physiological needs, safety needs, social needs, esteem needs and the self actualization needs. In McClelland we have three levels of needs like the need for affiliation need for power and the need for achievement. So, one who like wants to emerge as a leader; in their cases that these three needs like the need for affiliation, need for power and the need for achievement are very strong.

And we can map it to the Maslow needs of social needs, esteem needs and self actualization needs but it is very important like the what the meaning of these words to the individuals who wants to emerge as a leader because the power what defines power for a particular individual and what defines power for another individual may be different because there are five different bases of power. Similarly, what defines achievement for oneself where achievement in the sense like I hold everything to myself.

And that is how I feel like it is that power or that is where I find my achievement or I find my achievement in like sharing with others caring for others and. So, like hand holding others and making them develop also that that could be my definition of achievement also. The differences in how we define power and how we define achievement for ourselves shows the difference in the leadership style that we adopt and maybe the values the leader nurture and how the style that the leader practices.

So, but these are the three prominent needs which like drives you which to become a leader or emerge as a leader.

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Theories of Leadership: Contingency Theories

Fiedler's model postulates that the effectiveness of leader depends upon:

- (i) **Motivational style:** Some are authoritarian in their approach and others are relations-motivated i.e., believe in getting along with others,
- (ii) **Favourableness of the situation:** It is the extent to which the leaders have control over the situation. Leaders are motivated either by interpersonal-relation or by task-goal accomplishment.

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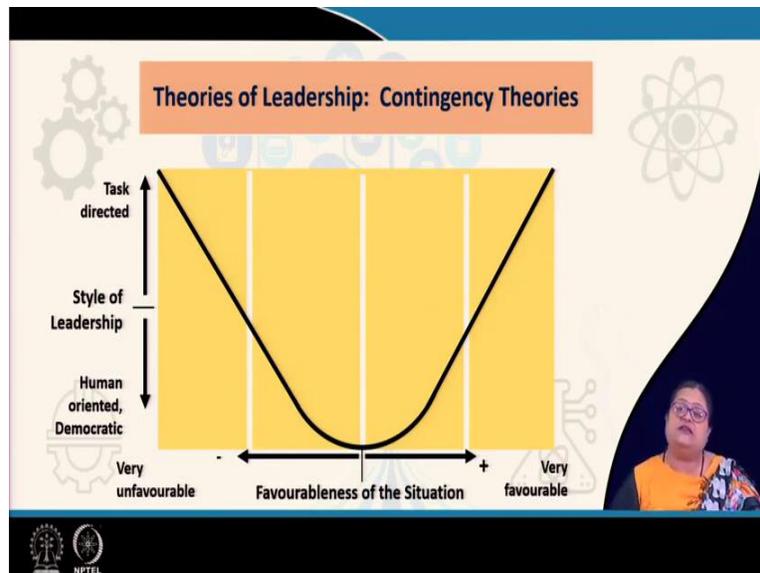
Now moving forward, we will be discussing on the contingency theories of leadership. Now contingency theories of leadership as we are telling like it is not only the leader who is responsible for the effectiveness of the leadership because leadership is a function which like where we try to like act in a particular situation and where we have to like coordinate with other members and reach a common goal. So, that we can reach that goal and it is like done implemented solutions are implemented properly.

So, leadership function if you can tell is contingent on or depends on certain factors it is not only the leaders per se but there are other factors also. So, of course first of that is the motivational style that is adapted by the leader. So, like some people in natural way they are either authoritarian in their approach and others are relations motivated. So, and they be like believe in getting along with others.

But along with the motivational style what is more contributing towards like whether the style will become successful in a particular situation depends on the favourableness of the situation. So, what is that it is the extent to which the leaders have control over the situation. So, leaders

are motivated either by interpersonal relation or by task goal accomplishment based on the favourableness of the situation.

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Now here we can see from this picture like if the situations are like very unfavourable like where nothing is in the control of the leader. And he or she may not have been able to establish a very strong rapport with the followers and trust building activity has not yet been done then what happens the leader needs to be task focused and, in that case, you find like this a task directed leadership where given the and we have because we have met as a team because we have been given a particular objective.

So, whether we gel well with others or not whether we are like accepting others viewpoints or not whether we totally assimilate with the others or not. So, but we have to do the task because we have like gathered for the completion of the task and so, it is task directed. Similarly, when you find that the situation is very favourable in terms but the leader understands the followers and there is a trust building activity done each of them understands the others view point and ready to cooperate with each other then you do not have to like give more time to relationship building because it is already done.

So, in that case in a very favourable situation also task directed leadership becomes successful because the leaders know and leaders and followers know each other very well. They have

mutual sense of respect for each other trust for each other and they know like it is the objective that they have to reach together. So, in that case the leaders may straight away begin with the or focus on the task and move towards its completion.

But in situations where the situations are not favourable means it ranges between like very unfavourable to towards or to very favourable if you can see the middle of the range where the like the leader is has not yet got control of the group. So, it is either through expert power or through other like leading by example. So, through any means. So, like what you may feel best to like interact with the group.

So, when the still then the rapport is not well developed or building has not yet developed. So, during that phase of the group development when the favourableness of the situation is in the middle range then the leader has to focus more on human orientations like developing this task understanding the followers understanding their needs understanding their preferences how to communicate with them.

So, how to introduce the tasks to them? So, these are the things which need to be focused on during that time. And at that time in like when the it is in the middle range there where there is a like from very unfavourable towards it is moving towards very favourable in that middle range human orientation and democratic leadership styles works better.

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Theories of Leadership: Contingency Theories

Fiedler was able to discover that under very favorable and very unfavorable situations, the task-directed, or hard-nosed and authoritarian, type of leader was most effective.

In the very favorable conditions in which the leader has power, informal backing, and a relatively well-structured task, the group is ready to be directed, and the group expects to be told what to do.

Consider the captain of an airliner in its final landing approach. We would hardly want him to turn to his crew for a discussion on how to land.

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So, we can see over here Fiedler discovered that under very favourable and under very unfavourable conditions the task-directed or hard-nosed and authoritarian type of leader was most effective. In the very favourable conditions in which the leader has power informal backing and relatively well-structured task the group is ready to be directed and the group expects to be told what to do. So, when like it is like a captain of an airline it is for a final landing approach.

So, here it is not expected like the captain will start discussing with his crew members like on how to land but here the instructions comes like we are ready for landing crew members please take your seats. So, and like tie your seat will be in position take your seats. So, because they know they are well aware of what they are supposed to follow what is the task at hand and they are they have mutual trust and respect on each other. So, in these kinds of situations also task orientation helps.

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Theories of Leadership: Contingency Theories

Essentials of Relation & Task Oriented Leadership Style

Relation oriented	Task oriented
Good interpersonal relations	Emphasis on task accomplishment
Sensitive to needs and feelings of others	Use of power
Consultation with subordinates	Task structure
Open communication with subordinates	No consultation with subordinates

Now to the essentials of the relation orientation and task-oriented leadership. In the relation-oriented leadership, it is important that there are good interpersonal relations. In task-oriented leadership it is emphasize on task accomplishment. In relation-oriented leadership it is sensitive to the needs and feelings of others. And in task oriented it is use of power in relation-oriented leadership there is consultation with the subordinates.

In task-oriented leaders it is task structure. In relation-oriented leaders it is open communication with subordinates and in task orientation it is no consultation with subordinates.

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Hersey and Blanchard Situational Leadership Styles

LEADERSHIP STYLES

SUPPORTIVE BEHAVIOUR (HIGH to LOW)

DIRECTIVE BEHAVIOUR (LOW to HIGH)

FOLLOWER'S DEVELOPMENT LEVEL (DEVELOPED to DEVELOPING)

Stages: D4, D3, D2, D1

So, here again we may tell like before we move ahead to the Hershey Blanchett theory like it is

not that again like this is good or that is bad. So, it is again based on the needs of the situation and how you interpret the situation, how you understand your followers and what is the task at hand again you can either go for relation orientation or task orientation which gets more elaborated or gets a new like focus when we are talking on the Hershey Blanchard situation theory of leadership.

Because here what we get as the added like dimension which defines the style of leadership is of course followers' development level. So, what we find over here like you have two different kinds of styles like the directive behaviour which is at the high end on at the low end and you have a supportive behaviour which is again at the low end and at the high end. And accordingly, you have four development levels of followers starting from D1 which is developing D2, D3 to D4 where the follower is already developed.

And in that case what you find the different styles of leadership depending on like what you do. So, when the followers are at the very like first stage of development and they need to be like taken care of they need to be to be they have not developed their maturity to like take decisions on their own then what is most suitable in that case is the directing tile of style of leadership. When we find the develop leader the followers have progressed in the development level but still, they need certain directions what we can tell is the coaching style.

Where the followers have progressed in their maturity of taking decisions and they can take initiatives on their own. So, then what is more favourable is a supporting style of leadership where the leader is starting to withdraw from active involvement in the group and letting the followers to perform. And when the followers are well developed when they have developed, developed their self-efficacy when they know like they can take certain decisions and when they are willing to perform also.

So, at this stage what happens in the delegation where the leader delegates certain powers and responsibilities of decision making to the group and gradually withdraws from the group. So, that is the delegating step.

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Hersey and Blanchard Situational Leadership Styles

The appropriate level of this relationship-focused approach is just like the directive behaviour determined by the readiness or development level of followers.

The S1 leadership style in the Hersey and Blanchard Situational Leadership Model puts a high emphasis on directive behaviour and a low emphasis on supportive behaviour.

The S2 leadership style is the high directive and high supportive style. Hersey argued that this style is needed for R2 followers who are willing, but not able to perform a task. This style is necessary for D2 followers.

So, we will illustrate this more in this discussion. So, the S1 leadership style is the it put high emphasize on directive behaviour and a low emphasize on supporting behaviour. The S2 leadership style is the high directive and high supportive style. Hershey argued that this style is needed for R2 followers who are willing but who are not able to perform a task. This style is necessary for D2 followers also.

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Hersey and Blanchard Situational Leadership Styles

The S3 leadership style applies to both R3 and D3 followers. This style (still) shows high supportive behaviours, but low directive behaviours. This may involve listening, praise and a high level of interaction between leader and follower.

The S4 leadership style assumes a low supportive and a low directive behaviour and applies to R4 and D4 followers. This is very much a 'hands-off approach' as the subordinate is perfectly able and willing to perform the tasks independently and with great responsibility.

The A3 leadership style applies to both R3 and D3 followers. This style shows high supportive behaviour but low directive behaviour this may involve listening praise and high level of interaction between the leader and the follower the S4 leadership style assumes a low supportive and a low directive behaviour and applies to R4 and D4 followers. This is very much a hands-off

approach as a subordinate is perfectly able and willing to perform the task independently and with great responsibility.

So, if you can tell like the like the success of a leader the achievement of a leader really depends on like when I have withdrawn from the group and the group is still able to perform but that depends on the development level of the followers and definitely the willingness of the followers to perform independently. Like if the leader is withdrawing from the group the followers must not think like we have been left alone or we have been burdened with certain tasks which the leader is supposed to do.

So, and they are not willing to perform or give their best to the organization. So, in that case this does not become successful. But this S4 style which it which is which talks of a low supportive and low directive behaviour style. And it applies to those followers these hands of approach apply to those followers who are mature enough to take their own decisions and who are willing to perform and give their best to the cause for which the team has been formed.

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Situation	Leadership styles
People in a state of confusion or panic because of crisis	High task and low relation
Inexperienced employees	High task and low relationship
Undesirable or repetitive job	High relationship and low task
Capable workers performing job, self sufficient	Low task and low relationship
Start up of new operation	High relationship and high task
Inexperienced but well meaning employees	High relationship and high task
Emotionally immature employee, average skill level	High task and low relationship

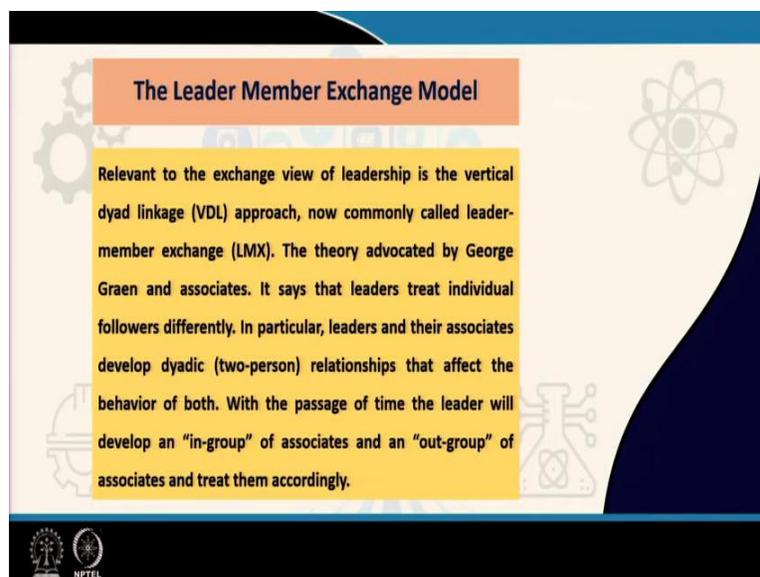
Some, situations and leadership styles. So, here we will see how the situations get mapped to the leadership styles. If the people are in a state of confusion or panic because of crisis the leadership style which suits most is the high task and low relation. If the employees are inexperienced in nature they can go for high task and low relationship orientation. If the followers have to do an

undesirable or repetitive job, high relationship orientation and low task orientation gives a better result.

If the people are capable of working, they are performing the job and they are self-sufficient. So, in that case may be low task and low relationship works better. If it is a start-up of a new operation then in that case it is a high relationship and high task orientation you need to understand your work better and also while doing the work there could be arguments conflicts in the group and to hold the group together again high relationship orientation is also helping.

Then we have like inexperienced but also well-meaning employees in that case also high relationship and high task orientation helps. If it is emotionally matching your employee average skill level then again what happens is we have to be for more focused on the high task and low relationship orientation. So, these are the leadership styles like how we work through and which is applicable in what kinds of situation and you have to be prudent enough in understanding the situation what is the need of the different leadership styles that we have and apply that properly.

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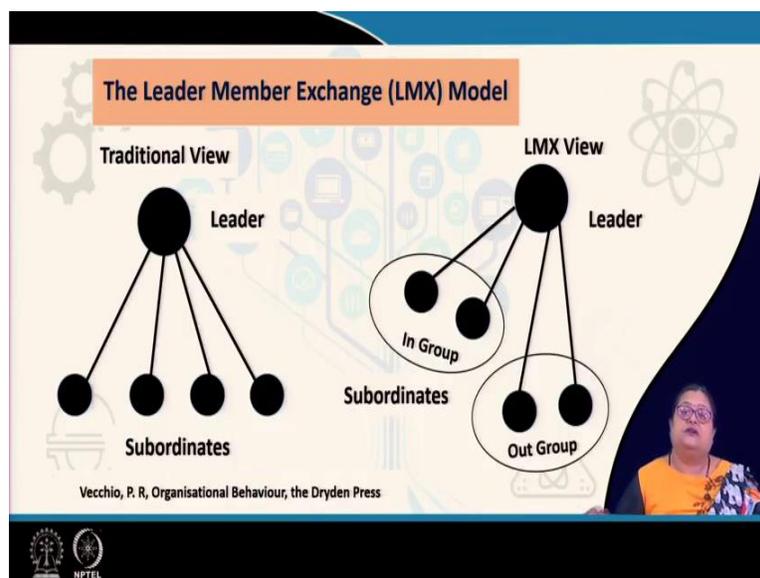
The leader member exchange model. So, here we are going to see again like the dynamics of relationship between the leader and member and how it affects the interpersonal relationships and of course the information shared between the leader and the members. So, relevant to the exchange view of leadership like as we told you exchange happening between the leader and the

member. So, it is very important is the vertical diode linkage model which is now commonly known as the leader member exchange model.

So, this theory was given by George Greene and associates. So, it does like the leaders treats their employees different it treats their team members differently. So, in particular so leaders and their close associate's developer like very close direct relationships that affect the behaviour of both. So, because with the passage of time this close members may become in group of associates and there could be like some people who are not.

So, close with the leader we form the out group of the associates and there is a differential treatment between them like all our associates but the leader may develop some special preferences with a very handful of them which are called the close group members and like others remain like at the somewhat at the periphery because they do not get. So, much of attention from the leader and they are taken to be the out-group associates.

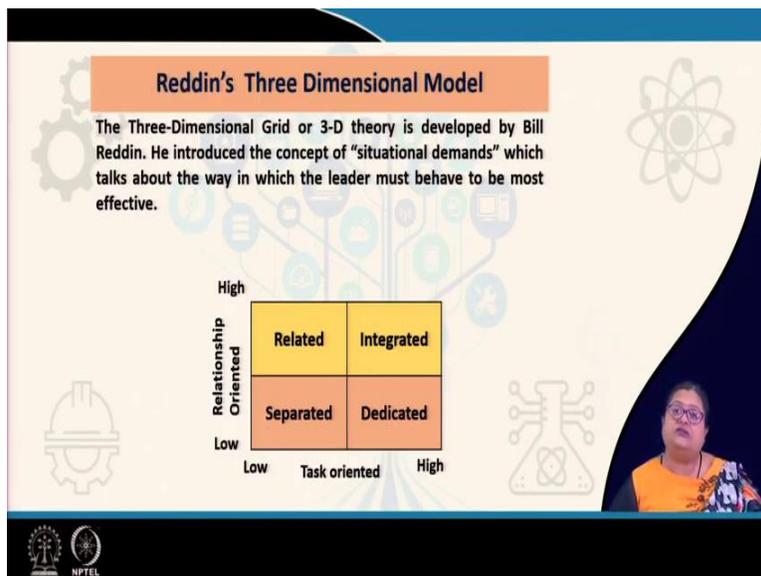
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So, if you get to see like these are the subordinates and the leader and that is the traditional view but what we get from the elements view now is a concept of in group and out group. Where there is some special bonding with some of the members you know subordinate and they club together as a group which we talked to the in group of the leader very close associates of the leader and others though their associates.

But they are not as close as the in-group members and they are taken to be the out-group members. So, what happens is like many secret information which needs to be shared with the group members may be shared with the in-group members very core information is shared or the knowledge sharing. So, that happens with the in-group members but may or may not reach the outcome group members based on the like the relationship that they have and it could lead to information asymmetry.

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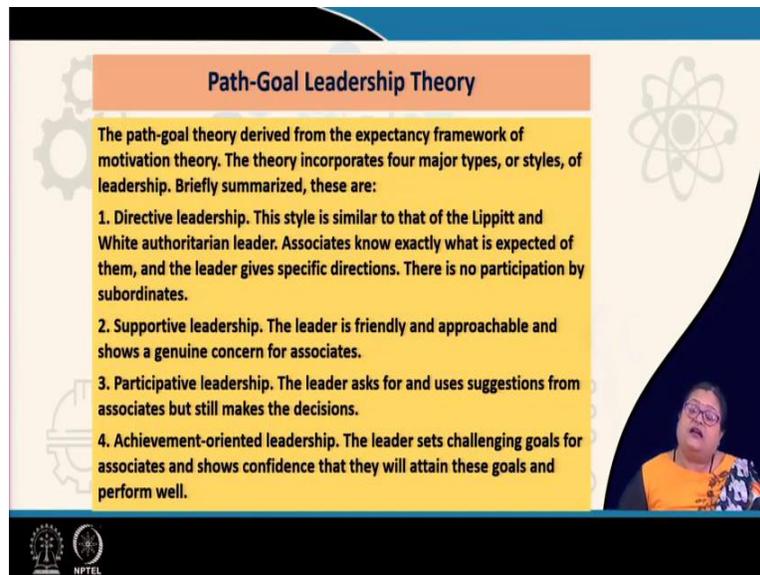


Radius 3-dimensional model this 3-dimensional grid or the 3D theory is developed by Bill Redden. He introduced the concept of situational demands which talks about the way in which the leader must behave or in order to be most effective. So, as we told like there could be task oriented which is low end and high end and there could be relationship oriented which is at the low end of the high end.

So, whenever we are talking of the task-oriented leader which is low in both will find there as if the leader is separated from the group. Mentally separated from the group whenever we are talking of high task orientation and low relationship orientation it is more dedicated to the task and accomplishment of the group. Whenever we are talking of high relations and less of task it is related orientation because what values to me most is the relationship between the leader and the follower and maybe as a leader, I am focusing on the building that relationship.

And when there is a high focus on relationship orientation and task orientation then what happens and when there is a high focus on both relationship orientation and task orientation then what may happen it leads to an integrated holistic approach where it is a balanced approach of looking at the task and the people.

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Path-Goal Leadership Theory

The path-goal theory derived from the expectancy framework of motivation theory. The theory incorporates four major types, or styles, of leadership. Briefly summarized, these are:

1. Directive leadership. This style is similar to that of the Lippitt and White authoritarian leader. Associates know exactly what is expected of them, and the leader gives specific directions. There is no participation by subordinates.
2. Supportive leadership. The leader is friendly and approachable and shows a genuine concern for associates.
3. Participative leadership. The leader asks for and uses suggestions from associates but still makes the decisions.
4. Achievement-oriented leadership. The leader sets challenging goals for associates and shows confidence that they will attain these goals and perform well.

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Next, we have the path goal theory of leadership. So, this is developed from the expectancy theory of leadership. So, and it is one of the major styles of leadership we can refer to this discussion earlier also in our principles of management slides. So, what is happened over here is like the whenever we are talking of path and goal, we understand like there is a goal motivational goal that all employees have to reach that or the organization has to reach through like putting it as the vision and goal of the employees also.

So, as a result there is an organizational given goal that the group or the individual has to reach and for reaching that they have to move from now presently whatever level of development or preferences they are in to that future level of performance where they are going to perform well. Now in order to treat this part there could be many difficulties many jobs for the employees many frustrations also for the employees in terms of when they are able to see the progress ahead when they are not able to see the progress ahead.

So, in that kind of situations the path goal theory leadership means a leadership style which is sometimes be supportive sometimes be directive. So, some things will help us with the work in terms of participative leadership and so, and let us focus on the achievement that we want to achieve based on the outcomes given and try to remove the obstacles from the path in terms of maybe previous failures in terms of not understanding something in the terms of maybe getting like resources for doing getting some practical exposures.

So, those are the functions of a path goal leader means in a short who the leader who connects like the; to the goal of the followers help the followers to reach the goal and makes the path through which the follower moves through smooth. So, that the person does not feel too much pain about this moving ahead with the like and get in search of certain codes. So, some briefly summarized it is the directive leadership this style is similar to that of Lepik and White and authoritarian leader.

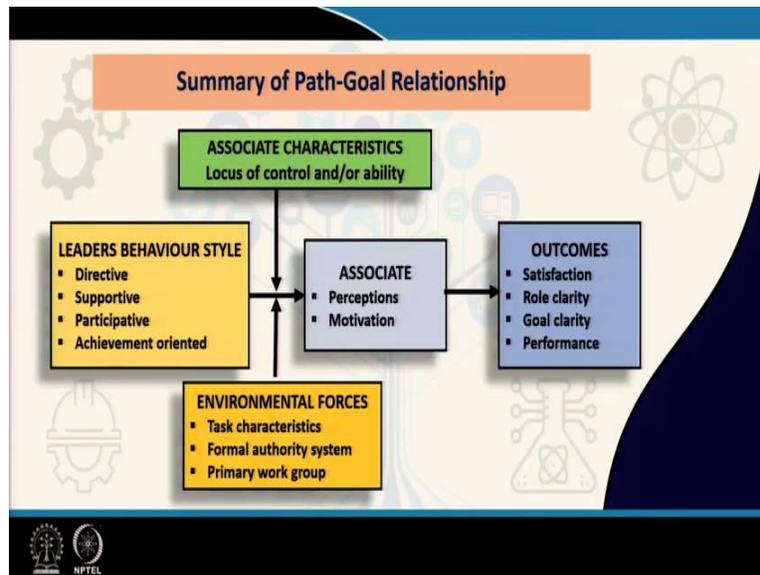
So, what associates know exactly what is expected of them and the leader gives them specific directions. So, there is no participation by the subordinates. Supportive leadership the leader is friendly and approachable and shows a genuine concern for others. So, if you show a genuine concern for others then what happens the followers start building a trust on you. Participative leadership this leader asks for user suggestions from associates but still make the decisions.

So, it is the final decision of course is made by the leader but the leader invites suggestions from the associate's achievement-oriented leadership. So, it is where the leader sets a challenging goal for the associates and tells how they can grow on their confidence. So, if they have like achieved that goal and they have performed well. So, it is like the target setting every day your target bar is raised. So, that you have a sense of achievement and once you achieve that what gives you a sense of self efficacy it is a like confidence in yourself like they will be able to reach a particular goal.

So, these are the four different styles of leadership which helps the followers to reach their particular goal and make the journey the path like as joyful as possible as easy to treat as possible and remove the jerks if it is there or it can be blend also. So, slowly making you strong so, that

you become immune to maybe further shocks and then. So, that after you lot of struggles if you are reaching that goal, it gives you a lot of happiness. So, that is taken to be the path goal leadership.

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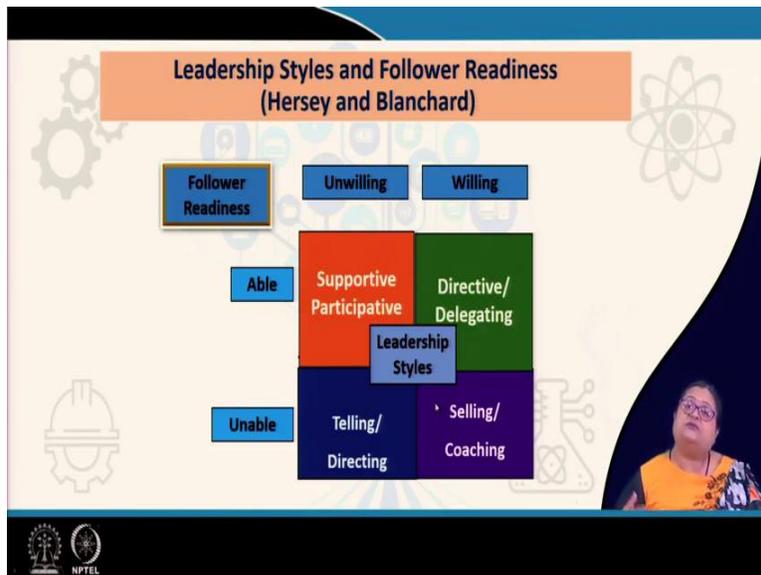
The summary of the path goal leadership: If we want to summarize the path go leadership what we find like there are leaders behaviour style like the directive supportive participative or achievement oriented like how they would want their associates to close the gap between whatever wherever they are and how they want to reach them the goal. In the process develop what competencies and how to make the path easy for travel.

So, there could be four styles directive supportive participative or achievement oriented and there are however how the styles become successful definitely depends on the environmental forces like the nature of the task the formal authority system and the primary work group that they are working with. And there is also specific nature of the associate characteristics like the locus of control and or their ability to do certain things.

These three things together like the leadership style and the associate characteristics and environmental forces together will develop the associate perceptions and motivations for striving towards a particular goal and moving ahead. So, the leader can only facilitate that part the leader can show guide the followers how to like move forward and based on that on the needs of the

situation and the authority system and their own sense of locus of control and ability the associates develop a perception and motivation which helps them to move forward and ultimately the outcomes are satisfaction role clarity goal clarity and performance.

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That is where we talk of the follower's readiness leadership styles depends to a large extent on the follower's readiness also. So, and like as we were telling whether they are able or not able and whether they are willing to do certain things and not willing to do certain things. So, if you find like the followers' readiness like they are either able or not able and they are either willing or not willing.

So, depending on that what we find over that if they are unable to do certain things and they are unwilling to do certain things also then what happens we have to tell and we have to direct how to do things to the followers. But if they are able to do certain things but they are unwilling to do certain things. So, what we have to find out why they are unwilling okay and what stops them from contributing or performing.

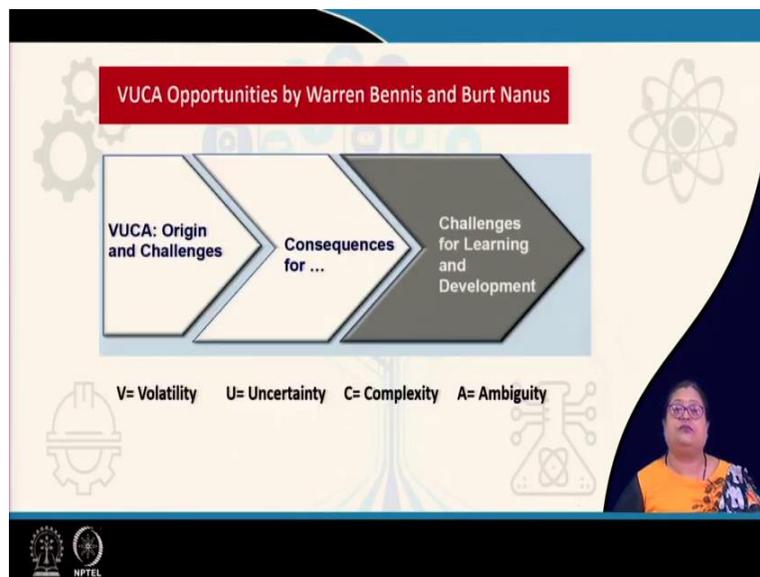
And then that is why what is required is a supportive and participative leadership style. When we have people who are unable to do certain things but they are willing to do certain things then what happens you can go for a selling style or the coaching style because what they need is a focus on the hand holding support on developing the skills to perform, they are willing to do it

but they are not able to perform it because they may not be having the requisite skills for it.

So, in that case sailing and coaching style is going to help and in cases where they are able and they are both willing. So, they can do it and they will do it. So, what leadership style helps is either directive or delegating the responsibilities like you delegate the responsibilities and pick because people are able to do it and they are willing to do it they will do there they will be proactive enough willing enough to take up their responsibilities and like do accordingly whatever is required.

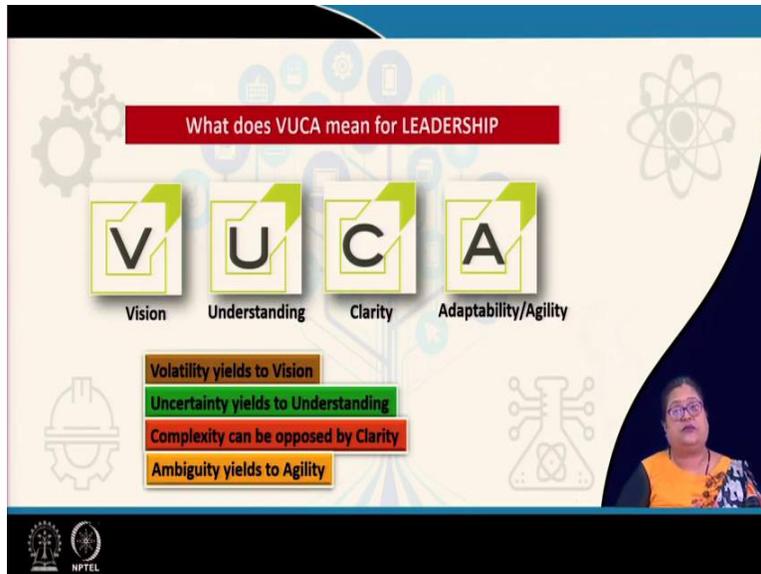
So, based on the follower's readiness of and being able to do or not able to do certain things again the leadership styles changes.

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Now whenever we are talking of the VUCA environment like the volatility uncertainty complexity and ambiguity in the environment in the processes. So, it gives a lot of challenge for the leadership styles to be followed what things needs to be done how the situations needs to be interpreted and like what leadership style is going to function better. So, here we will be discussing on the VUCA opportunities developed like as discussed by Warren Bennis and Bart Nanas.

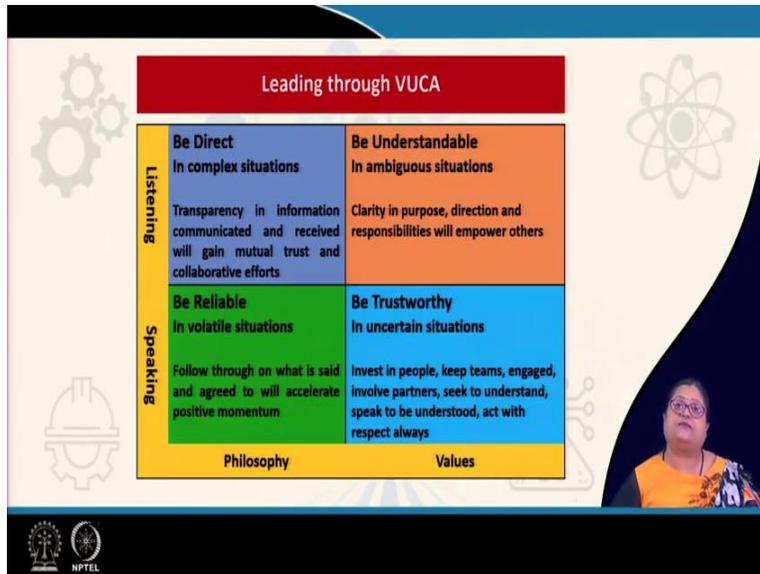
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So, that what we discuss about like how to face the VUCA environment and how what are the leadership styles which needs to be inculcated practiced so, that what we tell to be volatility it leads to a vision of the leaders it develops it helps to reach the vision the uncertainty leads to certain understanding out of the uncertainty we start understanding things of how to do certain things. So, clarity is developed as opposed to complexity.

So, if you have the; apply the proper leadership styles. So, the complexity can be interpreted well and that leads to clarity and maybe the ambiguity which is there we can understand the reasons for ambiguity why it is happening and may transform it into agility. So, how we do it how we transform something which is volatile uncertain complex and ambiguous to having a vision understanding clarity and agility let us see.

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So, how we lead through the VUCA types, so, what is very important is having a philosophy of life perception of life having certain values guiding principles and values which guides us as a leader it is very important that we are good listeners we are listening to what others are telling and we are also like and we are good communicators also we understand the meaning weightage.

And worth of the words that we are speaking and be responsible for our words and what we utter and the effect it may have on the others other persons and their performances. So, it is very important like whenever a person is leading through this volatile complex and uncertain times ambiguous times, they are guided by a philosophy they are guided by certain values they know what to they know how to listen properly and they also know what to tell.

And they understand the meaning of the words the weightages of the words and it is like implication on the in the situation in which is stored. So, we will start with the like in complex situations. So, what is important is to be direct what is needed over here transparency in information communicated and received will gain mutual trust and collaborative efforts. So, if you have a philosophy of life if you are guided by a philosophy of collaboration.

If you are guided by a philosophy of like self-help transcendence, we have guided by self actualization then what happens like what we respect more is transparency what we respect more is truthfulness. So, in those cases in complex situations because what defines; a complex

situation is the somewhat lack of mutual trust and openness. So, if you are listening to others properly and if you are giving them time also and we are guided by a philosophy which is like beyond self kind of thing.

So, what happens is transparency in your information is very important it is communicated and received well and it will help in getting mutual trust and collaborative efforts. Whenever we are in an ambiguous situation why situation becomes ambiguous because we are not able to understand it, we are not able to interpret it properly and same situation same situations may give different meaning based on how I see it and how the followers perceive it.

So, in those cases be understandable is very important like what the others are telling and what really, I want to communicate to others. So, in ambiguous situations be understandable is very important in which cases and if you are nurtured by the values like where we understand like again, we need to go ahead with people we have to empower people. So, in this clarity of purpose direction and responsibilities will empower others in volatile situations where it is very important like what we are speaking and of course it is how we are guided by certain philosophy.

So, the volatile situation it is very important to be reliable because it is important to follow through what is said and agreed to will accelerate positive momentum. So, if we follow like what we promised and we do whatever we agreed to do then it establishes us as a reliable group and it gives rise to a positive feeling. In uncertain situations where it is again, we do not know what is going to happen. So, being trustworthy is very important.

So, the values are again when we are guided by values of like total orientation others orientation. So, and how we are communicating with others is also very important. So, it is invested in people keep teams engaged involve partners seek to understand speak to understand act with respect always. So, this is again like respecting others as individuals as team members respecting others like privacy. So, and giving proper respect mutual respect trying to understand the other person.

So, these are very important qualities the values which needs to be nurtured. And what is very

important like I know how to be like trustworthy the leader needs to be a trustworthy person on which the group members can trust and can confide on in terms of uncertain situations. So, it is like trustworthy in terms of investing in people and keeping teams engaged then like seek to understand and speak to; so, that others can understand us properly and in also to act with respect always to act with respect. So, or if that is done properly.

So, this will help us to lead through the VOCA time means like in complex situations we need to be direct straightforward instead of just making things more complex in terms of ambiguous situation it is very important like we understand others and others understand us in volatile situations we have to be consistent we have to be reliable. So, that people can develop their trust on us and give rise to a positive momentum and in uncertain situations it is very important like the; we become trustworthy.

So, that people can like share their minds with us and as a result of bond develops. So, if all these four are practiced then of course we can lead people towards the vision we can as discussed earlier we can lead people to a vision we can go for better understanding we can go for clarity and we can go for agility based on like the needs of the situation we are taking our actions or we are becoming more like adaptable to the needs of the situation.

And that will help the leaders to like understand the people because in look at situations if you can understand because of this volatility because of this complexity because of this ambiguity and uncertainty there is lot of tension which develops in the mind of the people. They become stressful because they are not able to understand situations, they are not able to interpret it they do not know what needs to be done next, they do not know what would be their future they do not know what to be done.

So, there are so, numbers of questions and that gives rise to of course different levels of stress and anxiety within the people which may affect the performance. So, at this time what is required is a hand holding support at this time it is required trustworthiness at this time of course it is required understanding mutual understanding reliability and better communication to be a and also to be a better listener.

If the leader is able to understand and listen to the followers' problems issues and find out why they are behaving in certain ways and what are the help hand holding support that they require in the stages of like excelling and coming out of this and of course how the two leads in terms of this time of crisis. So, that together we can excel well by this can be done only if these things the if the leader nurtures a people-oriented philosophy with the blend of course of the task orientation people.

The leader nurtures the values of honesty transparency mutual respect and sense of like respecting the humanity the other person and of course like transparency and of course like keeping the words those maintaining the privacy of the person respecting the information shared with. So, that it is not misused in terms of like in improper situations. So, these kinds of things so, you need to be trustworthy.

So, that people can like share with you their feelings and also their uncertainties their worries and it becomes the which helps them both the leader and the follower and organization as such to become more resilient and to like come out emerge as a better developed individual better developed grouped group better developed individual better developed group and better performing organization which excels not only in the present situation but also becomes more sustainable.

In future because when it comes out of this its environment if it is able to like sustain in this environment it becomes more strength it becomes more stronger from inside to be in sustainable in future situations also. So, for this the leader's philosophy value and the way he is he or she is a better listener the words that they use the mutual sense of respect transparency and the proper leadership style that the person uses or like takes up based on the needs of the situation needs of the people needs of the like the task at hand and interpreting the situation helps them to emerge out successfully.

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CONCLUSION

This part of lecture session has given clear picture on the theories of leadership in management with an aim to make aware all learners about it and enhance their level of thinking and perception on all these aspects of leadership theories.

In the next session of the lecture we will focus on leadership qualities and skills. Enjoy learning, thank you all.



So, these are the references that we have used over here. So, in this part of the lecture session we have tried to give you a clear understanding on the theories of leadership in management which will make the learners aware about like the different theories and enhance the level of thinking and perception and all the aspects of leadership theories. In the next session of the lecture, we will be focusing on the leadership qualities and skills enjoy your learning till then meeting you next with the next lecture sessions, thank you.