

Leadership

Meaning of Leadership

- leadership is the process of influencing the behavior of other people for the attainment of specified goals. It implies the existence of a leader and followers as well as their mutual interaction.
- Meaning of leader- the leader is a person who influence the group of work willingly. In the school management the head of the school is the leader.
- The followers are the other members of the group led by a leader. In the school management, the member of staff are the followers.

- In a school the principal is the leader, the teacher is the leader in the class where she leads the group of students. It is a means of direction. It is an art of handling human resources. Management guru Virendra Kapoor in his book titled. 'the Art of Effective Leadership' points out that, leadership cannot be taught in the classroom leadership needs to be kept simple and it needs to go beyond the classrooms. One has to play the role of leader in every sphere of life.

Importance and functions of leadership

The importance of the leadership can be described by the following functions

- the leader helps in guiding the members
- the leader inspires the members
- the leader secured the cooperation of the member
- the leader creates confidence in the member
- the leader develops and maintenance and environment conducive to optimum work effort
- the leader acts as a counselor
- the leader develop team spirit
- the leader helps in motivating the members
- the leader help in establishing cordial relations among the member.

Definition of Leadership

- Good's Dictionary of Education States, "Leadership is the ability and readiness to inspire, guide, direct or manage others."
- L.D. Haskeu defines leadership as, "A relation between persons such that the ideas (will) of one person are being accepted and followed by other persons."
- According to la Piere and Farmsworth, "Leadership is a behavior that affects the behavior of other people more than their behavior affects that of the leader."
- According to Pigor's definitions, "Leadership is a concept applied to the personality- environment relation to describe the situation when a personality is so placed in environment that his well-being, inside direct and control others in the pursuit of a common cause."
- In the words of Ralph M Stogdill, "Leadership is a process of influencing the activities of an organized group in the task of goal setting and goal achieving."

Characteristics of Leadership

American association of school administrators gives characteristics of leadership in the field of educational administration:

- it sets the pattern and guide the outcomes of cooperative action
- it guides the educational programme, but relies in shared decision
- it gives common understanding to common purposes
- it produces cohesiveness without which co-operation its impossible
- it communicates throughout the school personnel a sense of mutual understanding and mutual loyalty to the ideas of education
- it generates enthusiasm for a project and inspires work towards its solution
- its resolves the differences which frequently arise in growing organization

The 'Report of teacher education workshop' of the George Peabody college for teachers Nashville, gives the following principle characteristics of leadership

- Ultimately it must contribute to the growth and development of boys and girls to the quality of living in the community
- it emerges from the needs of the total school
- it based upon long term plans with broadly defined goals
- it is a democratic enterprise
- it is realistic and practical
- it maintenance balance
- it contributes to well-rounded scholarship, to professional competence and to the social understanding of all teachers in service
- it develops in teachers an awareness of the values in resources and their own obligation with respect to resource education
- it coordinates the efforts of many individual individuals and agencies
- It discovers , develops and uses teachers with special talents
- it promotes professional advancement
- it works towards the security of teachers
- it is continuous and provides for continuous evaluation in the light of its purposes

Bar and other cues the chief characteristics of a leader as

a leader is selected for a given special ability or fitness to lead a specified cooperative project. A leader has ordinarily demonstrated some ability or power better than the ability or power of other members of the group

a leader has the willingness and ability to create a truly cooperative spirit and procedure

➤ ability to substitute the more civilized and mature urges to aid, encourage, inspire, to guide followers in defining, understanding and attacking a problem

➤ willingness and ability to secure sympathetic insight of the mental process, attitudes, prejudice, ideals, motives and aims of other individuals in group

➤ willingness to listen to, understand, to try out if practicable, any well thought-out proposal of a group member

➤ willingness to recognize leadership in others

➤ willingness to wait patiently for the more sure results which come from understanding the nature of learning; understanding the specific needs of the group members rather than to seek the quicker and so called more efficient results of authority

➤ willingness to accept with consideration and attention the contribution of slower and duller individuals

a leader has better than average intelligence and emotional balances

a leader has confidence in self, ability, aims but also at times profound feelings of humanity, sometimes even distrust of self. Both attitudes contribute directly to leadership

a leader has confidence in human nature, its improvability, the creativity of all individuals

a leader recognizes critical points in the democratic development of policy, recognizes issues must be brought into the open thoroughly discussed and decisions secured.

Leadership qualities

- adaptability accessibility assertiveness
- boldness character charismatic
- clarity commitment compassion
- concern consistency coolness
- courage dedication dexterity
- discipline energy enthusiasm
- faith foresight gentleness
- honesty hopefulness humility
- innovativeness jovialness judiciousness
- Keeness loyalty mannerism
- novelty objectivity passion
- reservation quickness preservatives
- resoluteness responsibility self confidence
- self esteem simplicity seniority
- sincerity tact unbiasedness
- Valour wisdom

Comparative study of Autocratic leadership and Democratic leadership

SR.No.	Autocratic leadership	Democratic leadership
1.	it is based on authority	it is based on goodwill
2.	it drives the members	it rains the members
3.	it creators it creates fear	it inspires
4.	it is concentrated on the word I	'We' word becomes the watchword
5.	it assigns the task	it guides how to complete the task
6.	it audits orders the members to be on time	the leaders reaches ahead of time
7.	it fixes responsibility for any breakdown	it tries to fix the breakdown
8.	it makes work a drudgery	it makes work as play

SR. No.	Autocratic leadership	Democratic leadership
9.	it creates an environment of distrust	it creates an environment of trust
10.	it prepares the plan by itself	plan is prepared cooperative
11.	it alone ponders over problems	it seeks the opinion of others
12.	itself text credit for any success	it gives credit to the members
13.	it ignores the feelings of the followers	it tries to understand the feelings of the members
14.	it things that the entire wisdom inherent it	it gives due consideration to the views of the members
15.	it always tries to find fault with the members	it attempts to find the strong points of the members
16.	it keeps distance from the members	it shares joys and sorrows of the member

Styles of Leadership

- The term style refers to the manner or the way in which leader function. There are also known as a leader's techniques. They are the pattern of behavior which leader makes use of to get the work done by his subordinates. These are ways of directing, implementing, leading, controlling and motivating all his followers

1. Autocratic style

- It is a centralized form of leadership

In autocratic leadership all the powers and authority are concentrated in the hands of leader. It is he who takes all the decisions. There is no participation by any one of his subordinates. For example the principal decides when to hold final exams and informs the students.

- Delegation of authority

All powers are in the hands of leader. He controls all the powers in his own hand. He only thrusts his decision on others and gives orders. There is too much use of authority for example the principal decides which teacher has to be given promotion and who has to be demoted.

- decision making

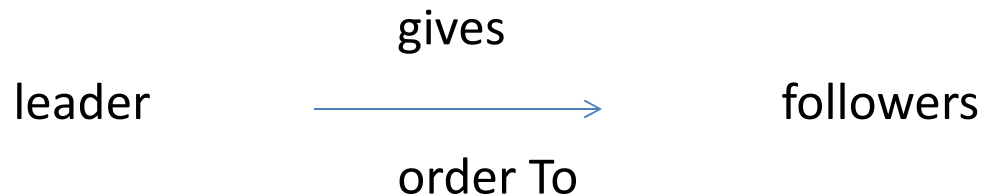
The leader is the sole decision maker in autocratic style of leadership. He makes the decision and just informs subordinate about it.

- motivation techniques

In this style of leadership the leader makes use of negative incentives like punishment and fear to control his subordinates. For example, a memo is issued for negligence of work by a teacher.

- style of communication

In this style of communication and interaction is one way. For example, from top to bottom.



Here the leader does not pay any attention to the views and opinion of his followers. He does not give subordinates the freedom to influence his thinking, decision or behavior. For example, a principal informs the teachers of any decision taken in the meeting with the managing committee.

- style of functioning

In this style of leadership, the leader adopts 'I' style of functioning. He is the boss who always believes that he is the best. He pretends to know everything he has answers for all situations and problems.

examples of this style of leadership is Hitler Mussolini Bismarck

- advantages of autocratic style
 - quick decision making in is possible
 - highly useful for untrained employees and inexperienced staff
 - work can be completed in time and before time
 - more attention by workers on their job as leaders always watches them.
- disadvantages
 - creates his and us attitude
 - De-motivating for the subordinates
 - subordinates dislike the leader
 - absence of proper interaction and communication.

2. Democratic style

This is the second type or style of leadership. it is also known as democratic participative style as the leader and his subordinates equally participate in the decision making process. the following points highlight this style of leadership

- decentralized form of leadership

In democratic leadership all the powers and authority are not concentrated only in the hands of the leader. There is participation by one and in all the activities of the group. for example the principal and the teaching staff decide when to hold the final exam.

- delegation of authority

here all the power are not concentrated in the hands of the leader. The leader consults one and all before taking any major decision. All are considered in the decision making process for example in the style, the vice principal or supervisor takes decision in the absence of the principal

- decision making

In this style of leadership the leader encourage all his followers to participate in decision making. McGregor terms this style of leadership as White theory here sharing of responsibilities is by one and all. He gives a ear to listen to the views of his juniors.

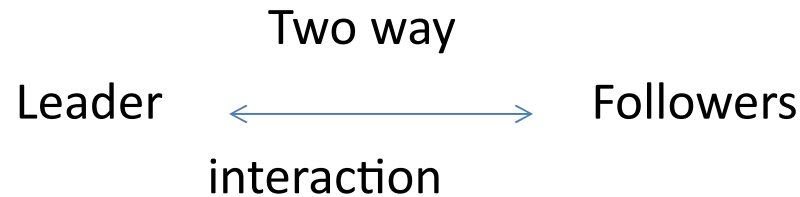
He respects and listen to what the followers say for example the teachers decides went to complete the syllabus and informs the principal about it

- motivation technique

The leader makes use of positive motivation techniques. Positive insensitive like rewards, appraisal, pries, promotion which are some ways and means of motivating his followers for example star of the month where teachers are rewarded for 100% attendance.

- style of communication

Two way communication is followed that is top to bottom and bottom to top.



Hens leader consults one and all while communicating. E.g. principal and teacher divide decide how to manage the annual gathering

leader two way interaction followers

- style of functioning

Hear the leader adopts 'WE' style of functioning he fosters a spirit of unity and enthusiasm amongst his followers. Here the employees feel that they are part of the institution. They feel wanted and important in the group.

- advantages of democratic style
 - higher motivation and morale to work hard
 - feeling of cooperation and being wanted in a group
 - fosters team spirit unity and strong bond
 - improved job performance and less absenteeism from work
 - leader is liked by one and all
- disadvantages of democratic style
 - decision making becomes slow and time consuming
 - leader can begin to doubt his own potential
 - mistakes can happen if subordinates are not trained and experienced.

- **Delegative / Free Reign Laissez-Faire Style of leadership**

It is also known as non interfering style of leadership. it is known as Laissez-Faire a French word which means no control. In this style of leadership the leader does not exert control over the followers. This style is of leadership can be understood as follows

- people oriented style

In this style of leadership it is told totally people oriented style of leadership. there is complete control of the followers. It is the followers decide what has to be done. Here leader plays a very minor or negligible role. Here leader passes on all responsibility to his followers.

- decision making

Decision making is completely in the hands of the follower. The group establish its own goals and they take their own decisions to achieve them. The leader only acts as an umpire a watcher and exercises no control on his group members. Subordinates themselves take the decision.

- style of communication

Here there is free flow of communication between the member of the group. Here the members of group communicate freely with one another. Sometimes the followers don't take the trouble to inform the leader about the decision taken.

- motivation techniques

fear motivation to followers is the form of self direction and self control. They group motivates itself on its own terms and means. Laissez faire as a style of leadership is very effective. When the leader is leading a highly experienced and trained group of followers who have done excellent work in the past.

- advantages of Laissez faire style

- no work for the leader
- empowers the group to perform well
- helps a very skilled work to progress

- disadvantages

- who is responsible for success or failure? The question remains unanswered.
- without control workers may not work to there potential
- less productivity, less group solidarity and poor quality of work

Thus these are three types of leadership. we cannot debate as to which is the best type of leadership however the good point of all style of leadership should be combined together to develop a new style of leadership known as electric style in which leaders and followers work together to the best of their ability for progress of their institution.

Limitation

some of the main limitation of the educational leadership are;

- legal basis for education
- lack of a clear cut national policy on education
- inadequate resources
- lack of priorities
- dominance of non educationist and non-specialists
- political pressures
- social pressures
- personal conflict and Jainism antagonisms

Questions

- Give any two definitions of leadership. Explain the difference between democratic and autocratic leadership with the help of following points.
 - Nature
 - advantages
 - limitations
- Characteristics of good leadership.
- Difference between democratic and autocratic leadership. Explain meaning and nature of leadership style(types). Write necessary situation for leadership style.
- What is leadership. Enlist the different leadership styles you are appointed as a principal of a newly established teacher education college. Explain which leadership style you will adopt while performing your duties with regards