

M.Ed. SEMESTER-IV

Paper; CC14 Education Management, Administration and Leadership

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UNIT-II, Chapter-1(a)

Dear Students,

Today, we will start our **UNIT-II, Leadership in Educational Management**. Our first chapter of this unit is **Leadership- Meaning and Nature**.

Leadership –Meaning and Nature

Leaders and their leadership skills play an important role in the growth of any organization. Leadership refers to the process of influencing the behavior of people in a manner that they strive willingly and enthusiastically towards the achievement of group objectives. Leadership is the ability to build up confidence and zeal among people to create an urge in them, to be led. To be a successful leader, a manager must possess the qualities of foresight, drive, initiative, self-confidence and personal integrity.

Meaning and Definitions

It is really very difficult to attempt a definition of leadership, or in other words it is difficult to define what makes certain persons 'leaders'. Bernard has rightly put it, "Indeed, I have never observed any leader who was able to state adequately or intelligently why he was able to be a leader, nor any statement of followers that acceptably expressed why they followed." Leadership is often regarded as the important modifier of organizational behaviour.

It is regarded as if the qualities of leadership are in born, primarily personal in character. These personal qualities like superior strength, superior tact, superior intelligence, superior knowledge, superior will-

power any or all of these may be the means to the attainment of leadership, but leadership is not all personal pre-eminence. It is something more than that and that 'something more' is the essence of leadership. It is the capacity to set new goals, to hold forth new and loftier expectations for the group and to show the group its noble potentialities that make man a leader.

Leadership has, therefore, double meaning, the dictionary meaning of the verb 'to lead' shows that the term is used in two different senses: (a) "to excel, to be in advance, to be prominent," and (b) "to guide others, to be head of an organization, to hold command." In the former sense leadership is identified with individual pre-eminence and in the latter sense, it is identified with organizational talent. Thus personal leadership may be distinguished from group leadership. A person is born with the talent for personal leadership but he must learn group leadership. (Pre-eminence meaning is superiority, or the fact of surpassing all others.)

A leader should have the ability to maintain good interpersonal relations with the followers or subordinates and motivate them to help in achieving the organizational objectives. Leadership is a great quality and it can create and convert anything. . Stogdill has rightly remarked that there are almost as many definitions of leadership as there are people who have tried to define it.

Some of the definitions of leadership are mentioned below

"A leader is one who guides and directs other people. He gives the efforts to his followers a direction and purpose by influencing their behaviour".

-Louis A Allen

"Leadership is the exercise of authority and making of decisions."

— Dubin, R.

"Leadership is the ability to secure desirable actions from a group of followers voluntarily, without the use of coercion." (Coercion means forcefully)

Allford and Beaty.

"Leadership is the activity of influencing people to strive willingly for group objectives."

—George R. Terry.

"Leadership is the initiation of acts which result in insistent pattern of group interaction directed towards the solution of mutual problem."

—Hemphill, J.K.

Leadership is "a process of influencing on a group in a particular situation at a given point of time and in a specific set of circumstances that stimulates people to strive willingly to attain organizational objectives, giving them the experience of helping attain the common objectives and satisfaction with the type of leadership provided".

-James Gibbon

"In the descriptions of organizations, no word is used with such varied meanings. The word leadership is sometimes used to indicate that it is an attribute of personality; sometimes, it is used as if it were a characteristic of certain positions, and sometimes as an attribute of behavior".

-Katz and Kalm.

"Leadership is not making friends and influencing people i.e., salesmanship. It is the lifting of man's visions to higher sights, the raising of man's personality beyond its normal limitations."

— *Peter Drucker.*

Dear students,

I have mentioned several definitions here but you are supposed to mention any two, three or four whichever you like and the ones which convey different meaning.

In the various definitions of leadership the emphasis is on the capacity of an individual to influence and direct group effort towards the achievement of organizational goals. Thus, we can say that leadership is the practice of influence that stimulates subordinates or followers to do their best towards the achievement of desired goals. The leader is at the centre of group's power structure, keeps the group together, infuses life into it, moves it towards its goals and maintains its momentum.

From the above definitions we can also conclude that leadership is a psychological process of influencing followers (subordinates) and providing guidance, directing and leading the people in an organization towards attainment of the objectives of the enterprise.

Qualities of a Leader

A leader has got multidimensional traits in him, which makes him appealing and effective in behavior. The following are the requisites to be present in a good leader:

1. **Personality:** A pleasing personality always attracts people. A leader should also be friendly and yet authoritative so that he inspires people to work hard like him.
2. **Knowledge:** A subordinate looks up to his leader for any suggestion that he needs. A good leader should thus possess adequate knowledge and competence in order to influence the subordinates.
3. **Integrity:** A leader needs to possess a high level of integrity and honesty. He should have a fair outlook and should base his judgment on the facts and logic. He should be objective and not biased.
4. **Initiative:** A good leader takes initiative to grab the opportunities and not wait for them and use them to the advantage of the organization.

5. **Communication skills:** A leader needs to be a good communicator so that he can explain his ideas, policies, and procedures clearly to the people. He not only needs to be a good speaker but also a good listener, counselor, and persuader.
6. **Motivation skills:** A leader needs to be an effective motivator who understands the needs of the people and motivates them by satisfying those needs.
7. **Self-confidence and Will Power:** A leader needs to have a high level of self-confidence and immense will-power and should not lose it even in the worst situations, else employees will not believe in him.
8. **Intelligence:** A leader needs to be intelligent enough to analyze the pros and cons of a situation and take a decision accordingly. He also needs to have a vision and fore-sightedness so that he can predict the future impact of the decisions taken by him.
9. **Decisiveness:** A leader has to be decisive in managing his work and should be firm on the decisions are taken by him.
10. **Social skills:** A leader should possess empathy towards others. He should also be a humanist who also helps the people with their personal problems. He also needs to possess a sense of responsibility and accountability because with great authority comes great responsibility.

From the above qualities present in a leader, one can understand the scope of leadership. A leader cannot have all traits at one time. But a few of them helps in achieving effective results, because it is then he can win the trust and confidence of his subordinates.

Features of Leadership

1. **Influence the behavior of others:** Leadership is an ability of an individual to influence the behavior of other employees in the organization to achieve a common purpose or goal so that they are willingly co-operating with each other for the fulfillment of the same.
2. **Inter-personal process:** It is an interpersonal process between the leader and the followers. The relationship between the leader and the followers decides how efficiently and effectively the targets of the organization would be met.
3. **Attainment of common organizational goals:** The purpose of leadership is to guide the people in an organization to work towards the attainment of common organizational goals. The leader brings the people and their efforts together to achieve common goals.
4. **Continuous process:** Leadership is a continuous process. A leader has to guide his employees every time and also monitor them in order to make sure that their efforts are going in the same direction and that they are not deviating from their goals.
5. **Group process:** It is a group process that involves two or more people together interacting with each other. A leader cannot lead without the followers.
6. **Dependent on the situation:** It is situation bound as it all depends upon tackling the situations present. Thus, there is no single best style of leader

Importance of Leadership

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

1. **Initiating Action:** Leadership starts from the very beginning, even before the work actually starts. A leader is a person who communicates the policies and plans to the subordinates to start the work.
2. **Providing Motivation:** A leader motivates the employees by giving them financial_and_non_financial_incentives and gets the work done efficiently. Motivation is the driving force in an individual's life.
3. **Providing guidance:** A leader not only supervises the employees but also guides them in their work. He instructs the subordinates on how to perform their work effectively so that their efforts don't get wasted.
4. **Creating confidence:** A leader acknowledges the efforts of the employees, explains to them their role clearly and guides them to achieve their goals. He also resolves the complaints and problems of the employees, thereby building confidence in them regarding the organization.
5. **Building work environment:** A good leader should maintain personal contacts with the employees and should hear their problems and solve them. He always listens to the point of view of the employees and in case of disagreement persuades them to agree with him by giving suitable clarifications. In case of conflicts, he handles them carefully and does not allow it to adversely affect the entity. A positive and efficient work environment helps in stable growth of the organization.
6. **Co-ordination:** A leader reconciles the personal interests of the employees with the organizational goals and achieves co-ordination in the entity.
7. **Creating Successors:** A leader trains his subordinates in such a manner that they can succeed him in future easily in his absence. He creates more leaders.
8. **Induces change:** A leader persuades, clarifies and inspires employees to accept any change in the organization without much resistance and discontentment. He makes sure that employees don't feel insecure about the changes.

Often, the success of an organization is attributed to its leaders. But, one must not forget that it's the followers who make a leader successful by accepting his leadership. Thus, leaders and followers collectively play a key role to make leadership successful.

Reference

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