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# Functions of leadership or role of leader in organisation

- (a) Developing team work**
- (b) Representing the team**
- © Counseling the workmen**
- (d) Managing the team**
- (e) Using proper power**
- (f) Securing group effectiveness**



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# Theories of leadership

## Trait theory:-

Leaders are born and not made is the central proposition of the theory.

According to this theory, leaders possess a set of traits which makes them distinct from followers. Attempts were made to identify such qualities and Ralph Stogdill, surveyed more than 5000 leadership studies and concluded that successful leaders tend to have the following qualities-



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Strong desire for accomplishment.

Persistent (Refusing to give up) pursuit (chase) of goals.

Initiative applied to social situations.

Self-assumed personality.

Willingness to accept behavioural consequences.

Low susceptibility (easily influenced) to interpersonal stress.

High tolerance of ambiguity (uncertainty).

Ability to influence other people.

Ability to structure social interactions.

Creativity and intelligence used to solve problems



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## Ineffective leadership is associated with qualities-

poor temperament

self-centeredness

inability to get along with others

lack of vision

lack of character and mental health

problems such as aggression, depression,  
disorganization.



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## Limitations

- (a) The list of traits of successful leaders is too long and no finality about it.
- (b) How much of which trait a successful leader must have is not clear. Certain traits, particularly psychological, cannot be quantified.
- © This theory assumes that leaders are born not trained. This is not accepted by the contemporary thinkers.
- (d) Leadership effectiveness does not only depend on the personality of the leader alone. Other variables like the situation, the task, the organization and the characteristics of followers also determine.



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## Behaviour theory

According to the behavioural theories, leadership can be described in terms of leaders' behaviour rather than the traits.

Leadership can be identified by reference to their behaviour in relation to the followers.



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Behavioural theories differ from the trait theories in at least two ways.

First actual leader's behaviours, not the personal traits were the main focus.

Second, trait theories sought to separate leaders from non-leaders, but behavioural theories attempted to determine how different kinds of behaviours affect the performance and satisfaction of the followers.



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The two important behavioural theories are –  
Ohio State University studies and  
The studies of Michigan University.



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## **Ohio State University studies-**

### After World War – II

main objective- to identify the major dimensions of leadership and to investigate the effect of leader's behaviour on employee performance and job satisfaction.



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The two leadership dimensions identified are-

- (a) The initiating structure
- (b) Consideration



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The main point in the study is that both consideration and initiating structure are not seen as being placed on a continuum. The leader could be low on one dimension and high on the other, or high on both or low on both



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## The University of Michigan studies-

1. Production centered and
2. Employee centered

In his study, **Likert** of the University of Michigan found that the employee centered style resulted in higher performance compared to production centered one.