



Leadership

State Institute of Health & Family Welfare, Jaipur

Who are you...

A boss??



A leader ??





Do you...

- Create fear or confidence
- Breed resentment or enthusiasm
- Say “I” or “We”
- Fix blame or mistake
- Know or show “How”
- Make work drudgery or interesting
- Rely on authority or cooperation
- Drive or lead



You are...



A boss...if you

- Create fear
- Breed resentment
- Say “I”
- Fix blame
- Know but do not show “How”
- Make work drudgery
- Rely on authority
- Drive others

A leader...if you

- Create confidence
- Breed enthusiasm
- Say “We”
- Fix mistakes
- Know and show “How”
- Make work interesting
- Rely on cooperation
- Lead others



Leadership is...

The process of influencing others to accomplish a task or mission by providing purpose, direction and motivation.





Leadership

- Getting extraordinary from ordinary people
- Bring people to work together efficiently for a common goal
- Ability to get people to follow and willingly do what you want them to do
- Process of influencing activities of an organized group into efforts towards goal setting & achievement



Leader: Attributes

- Knowledge
- Initiative- focused, eye on excellence
- Courage
- Firmness
- Flexibility
- Problem Solving
- Rapport & Communication
- Recognition & Appreciation
- Morale
- Achiever- outperforms peers



Leaders influence by

- » Position
- » Charisma
- » Moral
- » Power
- » Intellectual
- » Accomplishment

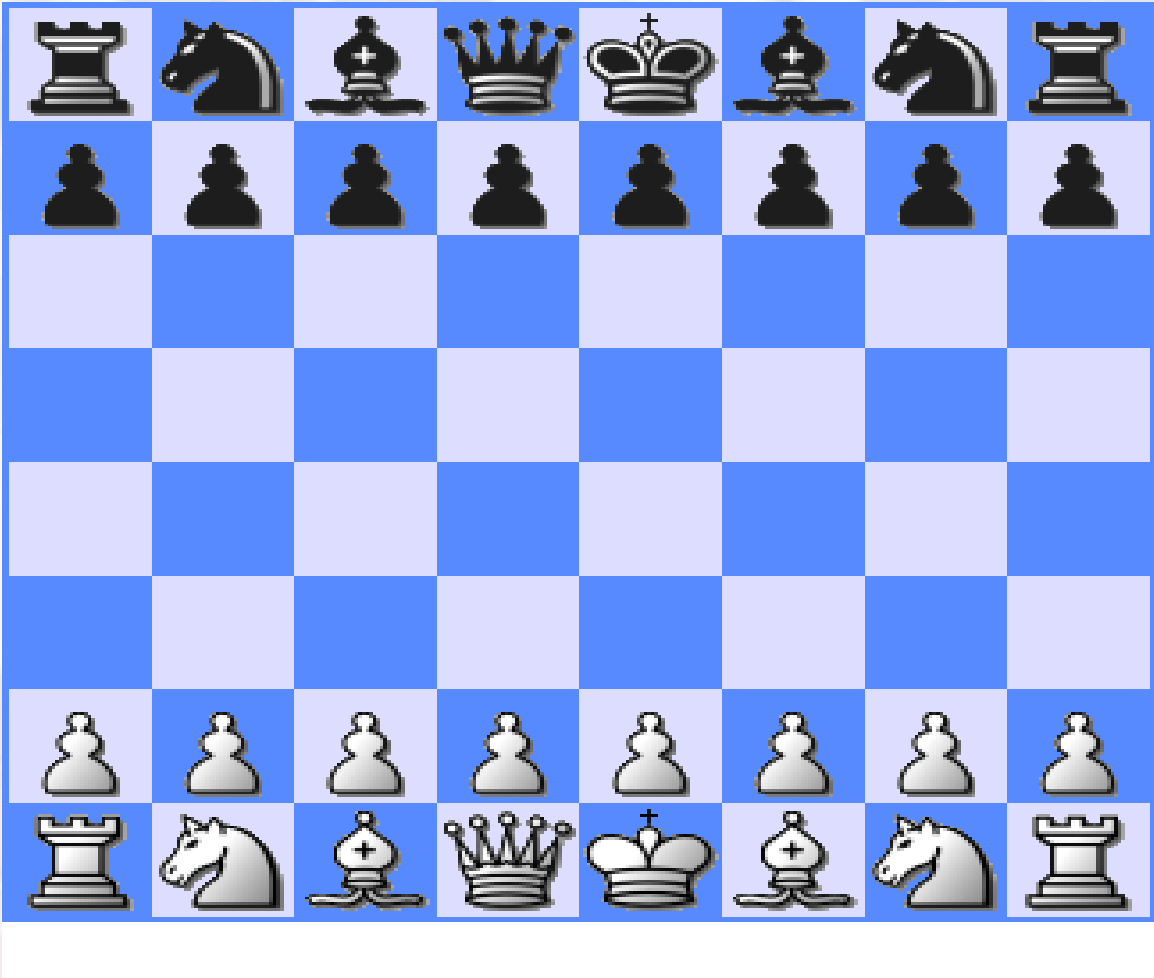


Ps of Leadership

- **P**ay attention
- **P**raise what is to be continued
- **P**unish what you want to stop
- **P**ay for results you want
- **P**romote who deliver



Strategic moves in Leadership





Empowering leadership



Managing performance



HRM strategy



Capacity Building



Workforce diversity



Recruitment & Retention



Roles of a Leader

- » Challenge the process
- » Inspire a shared vision
- » Enable others to act
- » Model the way
- » Encourage the heart



Leader v/s Manager

- **Leader**
 - Focus on people
 - Do the right things
 - Inspire
 - Influence
 - Motivate
 - Build
 - Shape entities
- **Manager**
 - Focus on things
 - Do things right
 - Plan
 - Organize
 - Direct
 - Control
 - Follows the rule

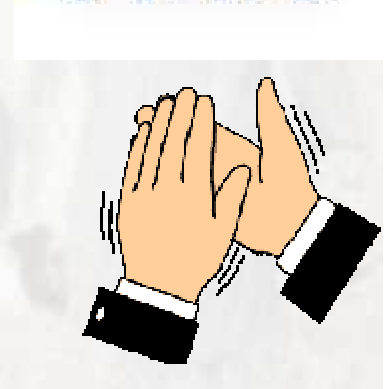


Leadership v/s Management

- Coping with change
- Establishing directions
- Aligning people
- Motivating, mentoring & inspiring
- Producing change
- Coping with complexity
- Planning & budgeting
- Organizing & staffing
- Controlling & problem solving
- Producing predictability & order

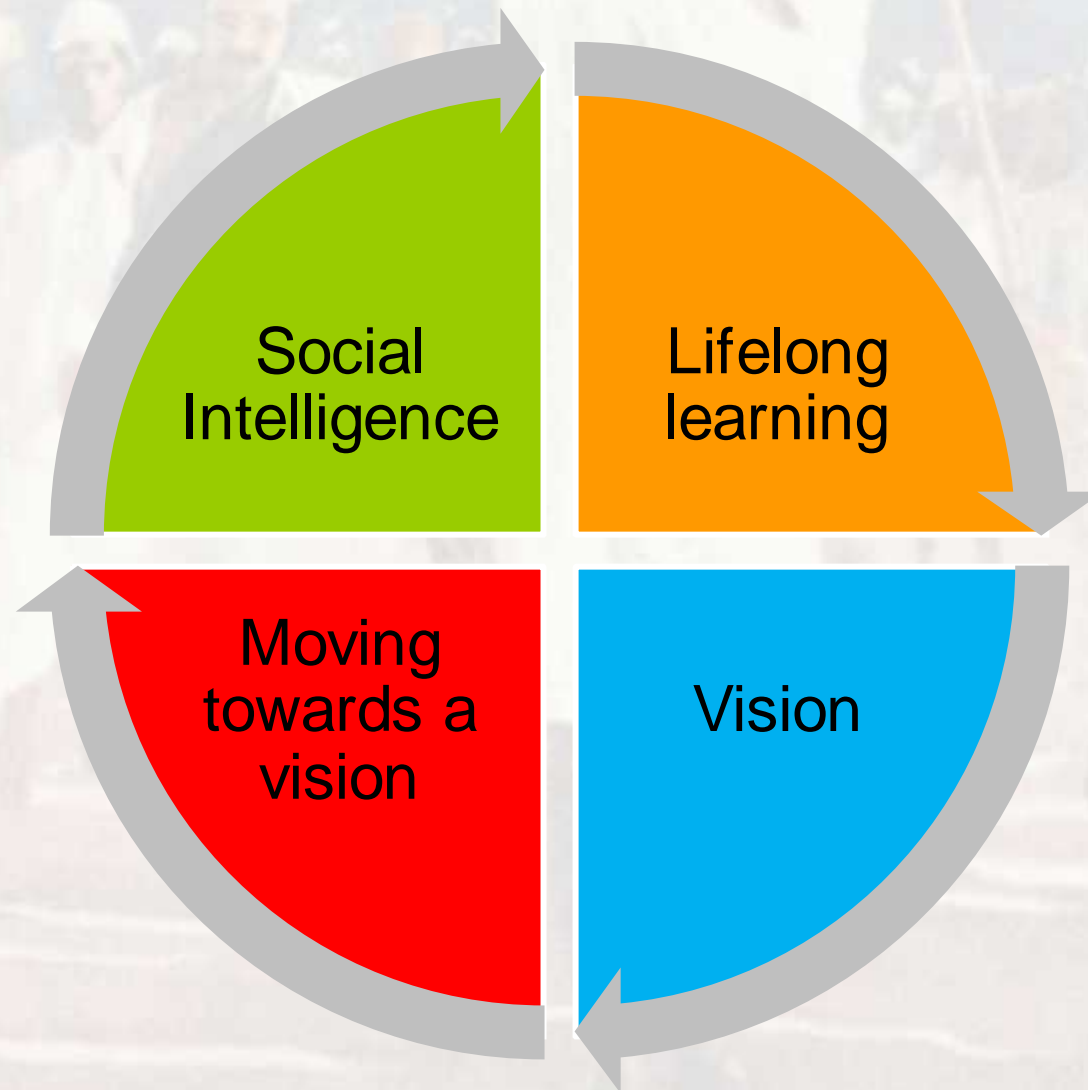
Being a manager too...

- Represent the organization
- Plan, Organize, Direct, Control
- HR functions
 - » Orienting employees
 - » Clarifying roles
 - » Asking for inputs
 - » Listening to suggestions
 - » Conveying appreciation
 - » Giving credit
 - » Allocating formal rewards
- Initiate action
- Communication

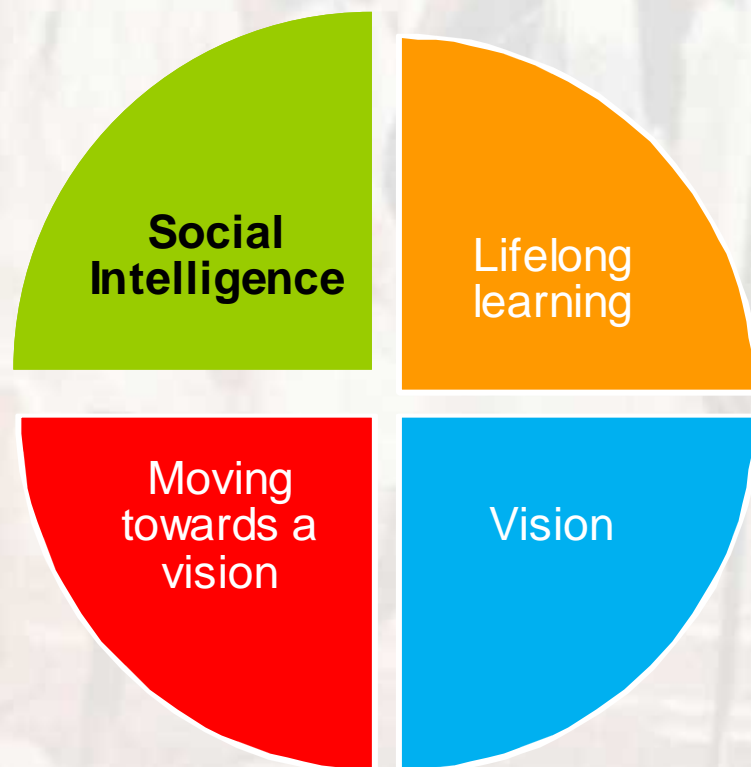




Essentials for a Leader



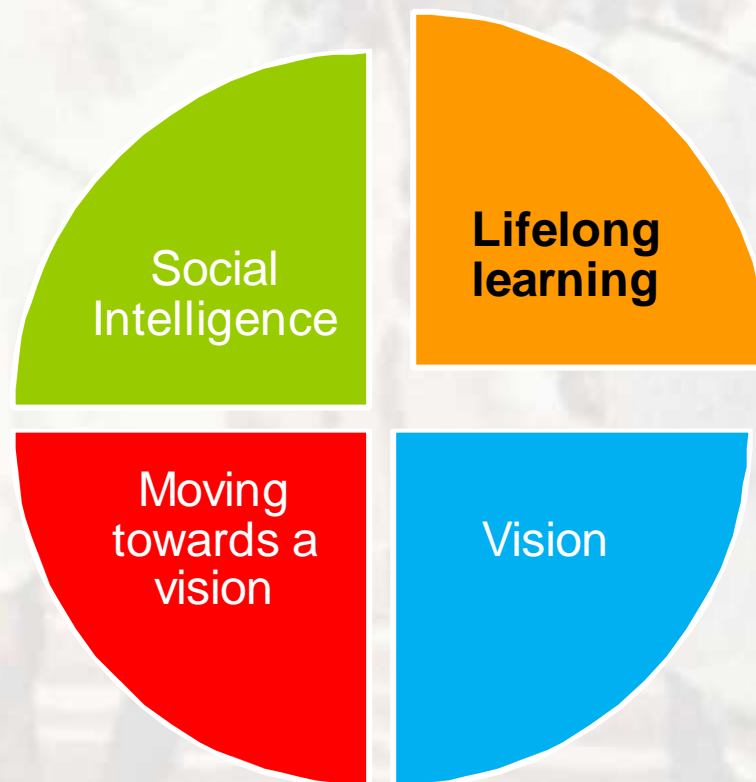
Essentials for a Leader



- Communication skills
- Interpersonal skills
- Empathy
- Humble self-assessment
- Openness
- Solicitation of opinions
- Good listening skills

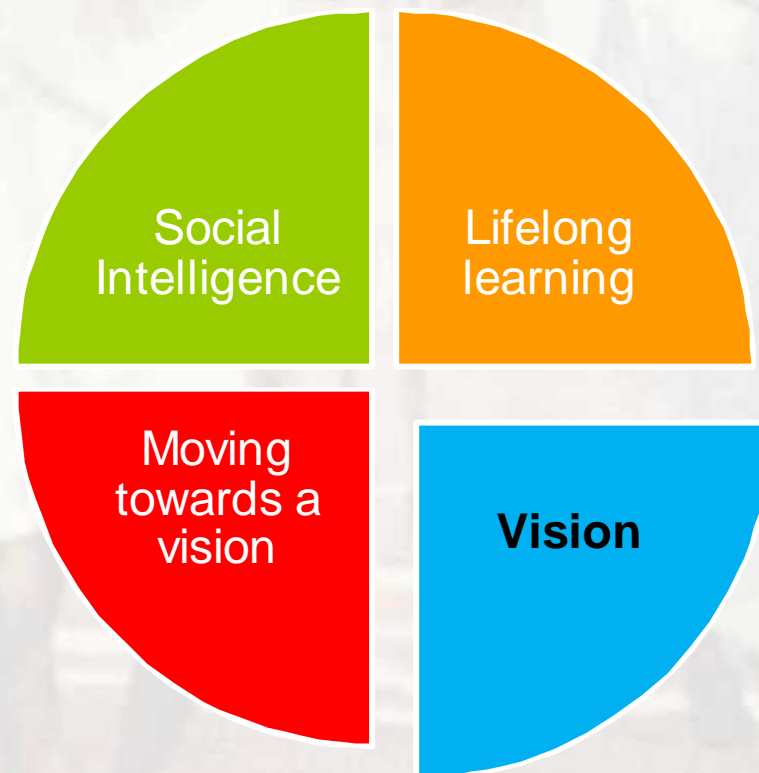
Essentials for a Leader

- Motivation
- Curiosity
- Initiative
- Enthusiasm
- Adaptability
- Desire to continue to grow, develop and learn

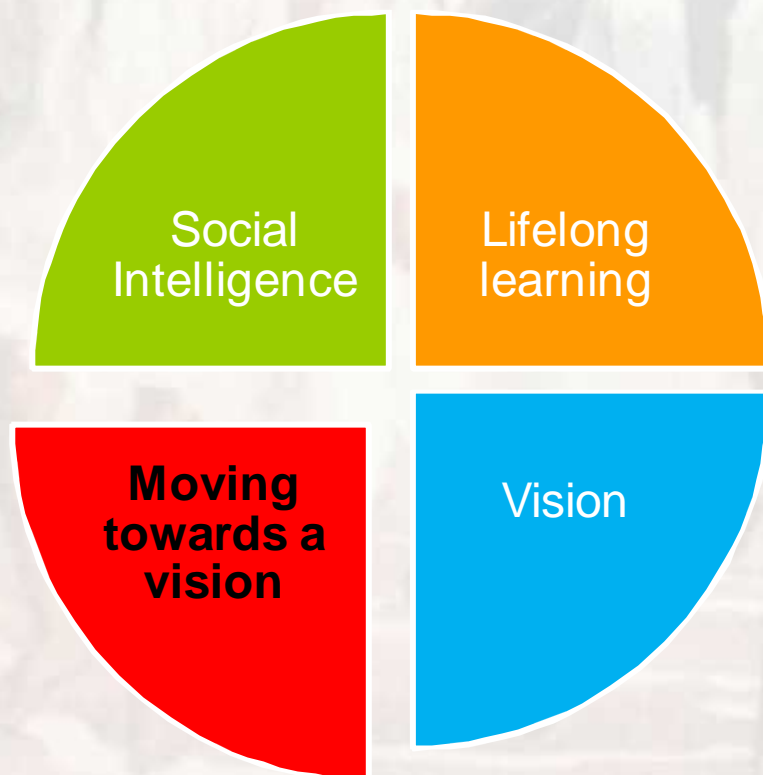


Essentials for a Leader

- Creating a vision
- Seeking challenging opportunities
- Risk taking
- Commitment
- Ability to see the bigger picture
- Openness to different solutions



Essentials for a Leader



- Ability to motivate others
- Influence others to utilize their maximum skills
- Optimism
- Need for achievement
- Celebrating small victories
- Power of 'thank you'



Effective Leader

- Motivates
- Trusts & Pays attention to people
- Places well being of all above self
- Effective time management
- Proper communication
- Friendly
- Leads by example
- Fairness in approach or dealings
- Does not push but allows process to unfold



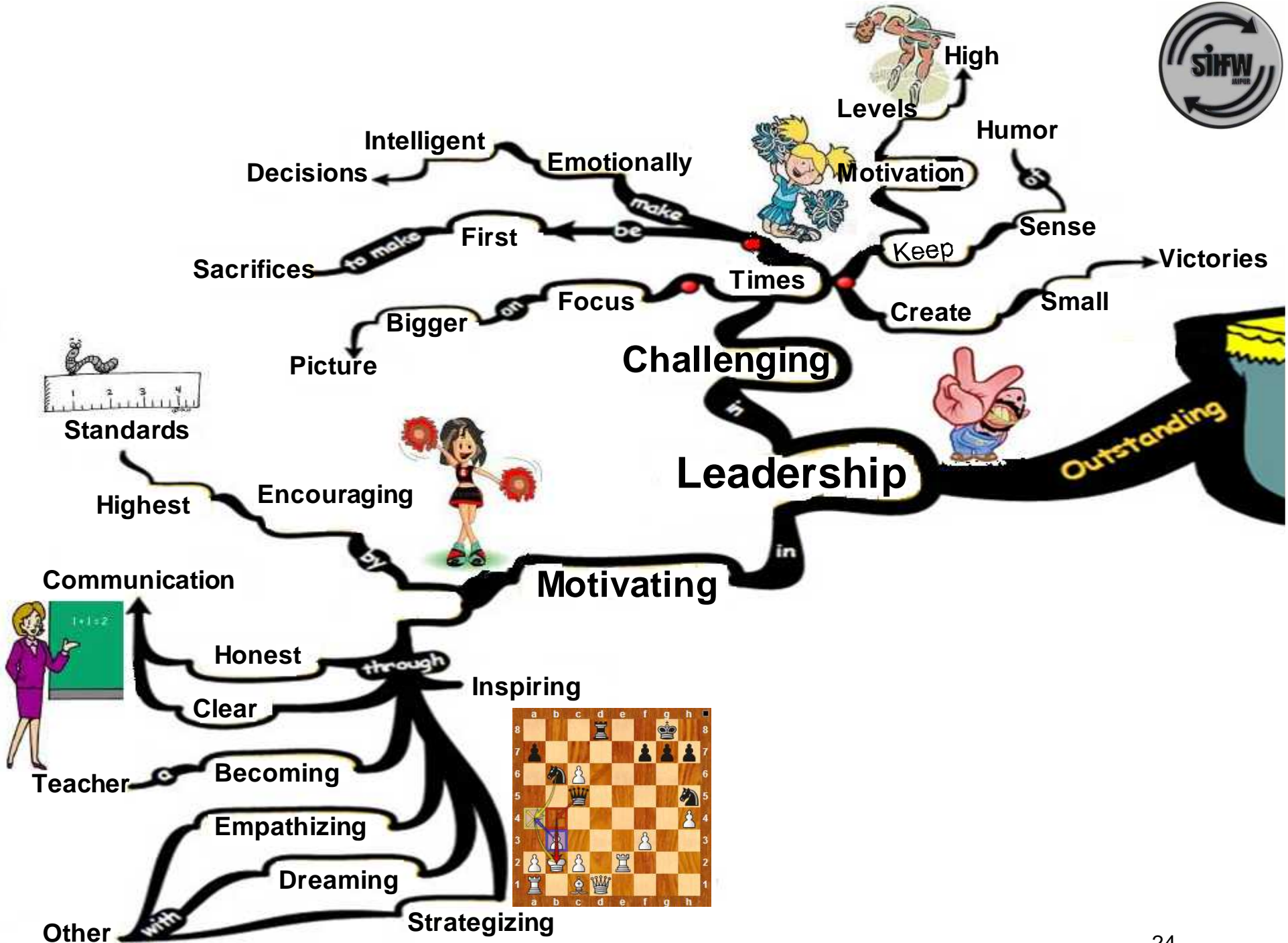
Effective Leader

- Works in any setting, without complaint, aware of happenings
- Speaks simply & honestly but does not compromise
- Facilitates but does not intrude
- Takes the blame for poor performance
- Shares joys of success, does not get ruffled by failures

Assumptions leader must have about people



- Think
- Have great potential
- Expect to be heard
- Want to work
- Have aspirations, expectations
- Possess distinct behavior patterns, attitudes
- Have knowledge
- Are expensive
- Have the power to compare



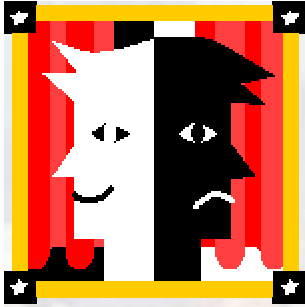


Leadership Theories



Great man Theory

- Capacity for leadership is inherent
- Leaders are born and not made
- Great leaders will arise when there is a great need



Trait Theory

- Similar to great man theory
- Born with certain qualities and traits better suited to leadership
 - » intelligence
 - » self-confidence
 - » determination
 - » integrity
 - » sociability
- People possess qualities but are not leaders?

Behavioral Theory

- Leaders can ‘be made’, rather than are born.
- Successful leadership is based in definable, learnable behavior.
- People can *learn* to become leaders through teaching and observation.





Contingency Theory

- Leader's ability to lead is dependent upon -
 - leader's preferred style
 - the capabilities and behaviors of followers
 - various situational factors



Transactional Leadership Theory

- Clear role of leader, group and performance
- Chain of command
- Reward and punishment system
- Build healthy relationships
- People agree to cede all authority to their leader

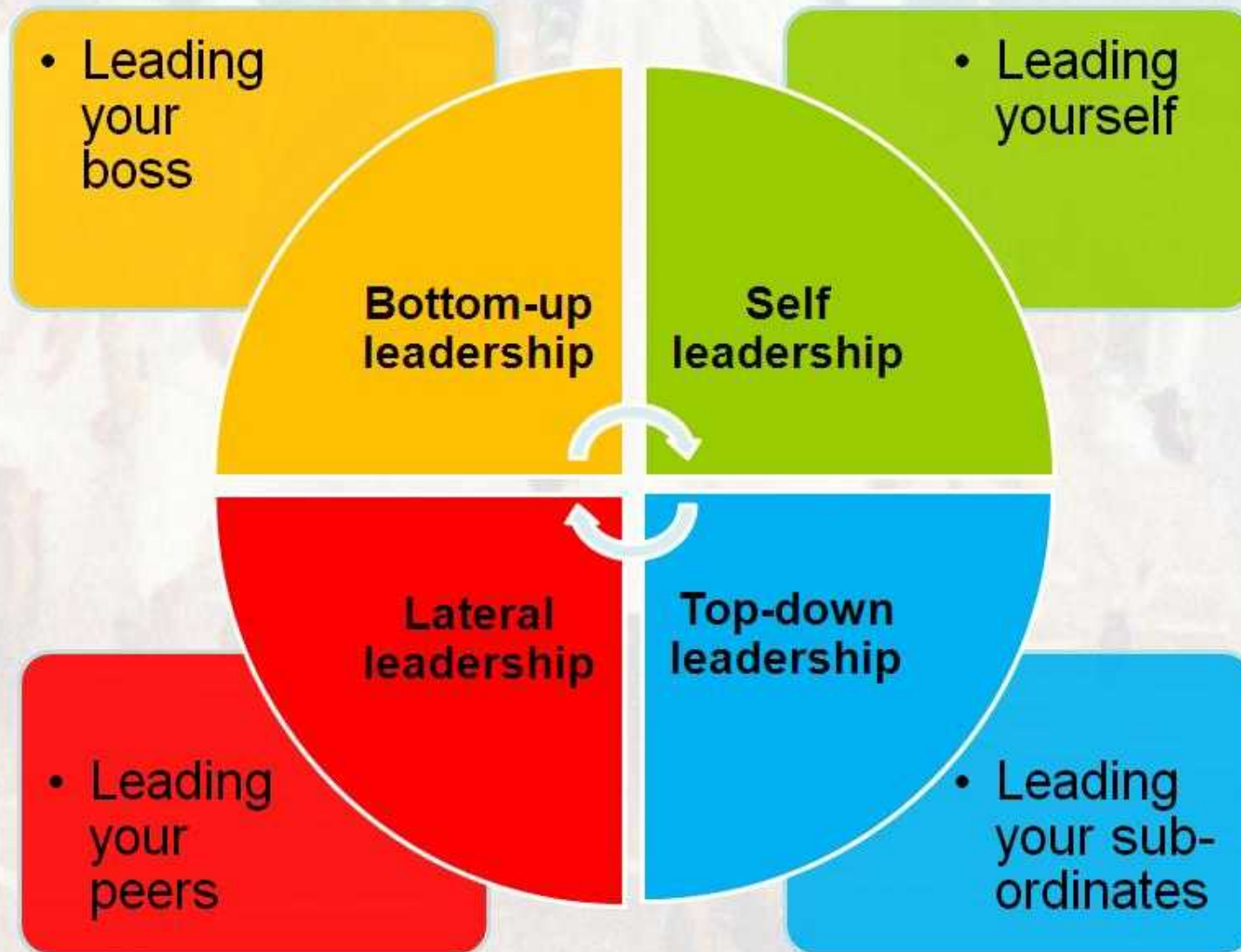


Transformational Leadership Theory



- Leader motivates followers to:
 - do more than is expected
 - see raised value in tasks
 - put group's common cause in front of individual needs
- Leader
 - inspires
 - has vision and passion
 - injects enthusiasm and energy

Leadership attribute x 3600 achievement



Leadership....a function

Leader

Personality
Beliefs
Preferred style



Group

Responsible
Dependent
Confidence..



Situation

Organization
culture
Time
pressure...



Integral role



Leadership style

Manner and approach of providing direction, implementing plans and motivating people.

- Autocratic
- Participative
- Laissez Faire/Free Rein





I want both of you to. . .



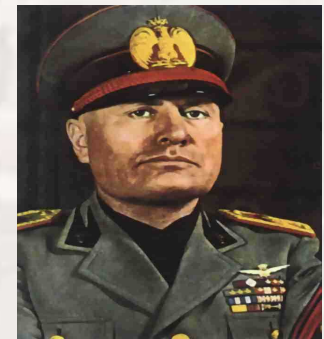
Let's work together to solve this. . .



You two take care of the problem while I go. . .

Autocratic

- Leader makes decisions without reference to anyone else
- High degree of dependency on the leader
- Valuable in situations where quick decision is needed
- Can create de-motivation and alienation of staff



Participative

- Consultative-
 - Takes opinions from group
 - Not obliged to accept them
 - Final authority to make final decision



Participative

- Consensual
 - Encourage group discussion
 - Decision reflects general agreement of group
 - Delegate more authority to group
 - Considerable delay in decision making





Participative

- Democratic
 - Final authority with group
 - Collection of opinion and then voting for decision
 - Relevant for community activities and not for work settings

Laissez-Faire/Free reign



- 'Let it be' attitude by leader
- Responsibilities are shared by all
- Very useful where creative ideas are important
- Highly motivational as people have control over their working life
- Coordination and decision making consumes time
- Lacking in overall direction



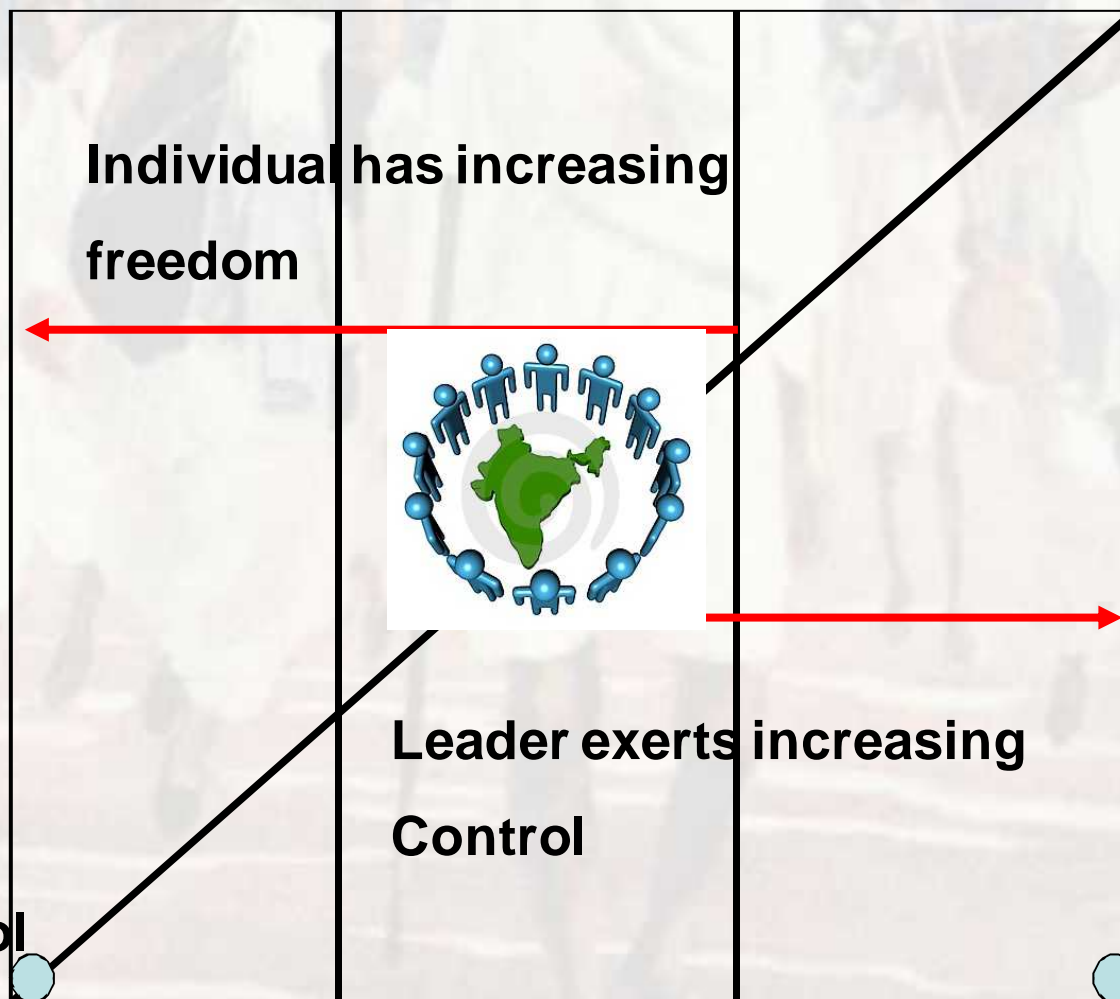
Style depends on

One's preferred attitude on people & their behaviour pattern

- Theory X
 - People dislike work, are lazy, not ambitious, indifferent to organizational needs and resist change
- Theory Y
 - People are not lazy, are ready to change, require proper environment

Leadership

Free Rein Participative Autocratic



Individual has Complete Control



Leader has Complete Control

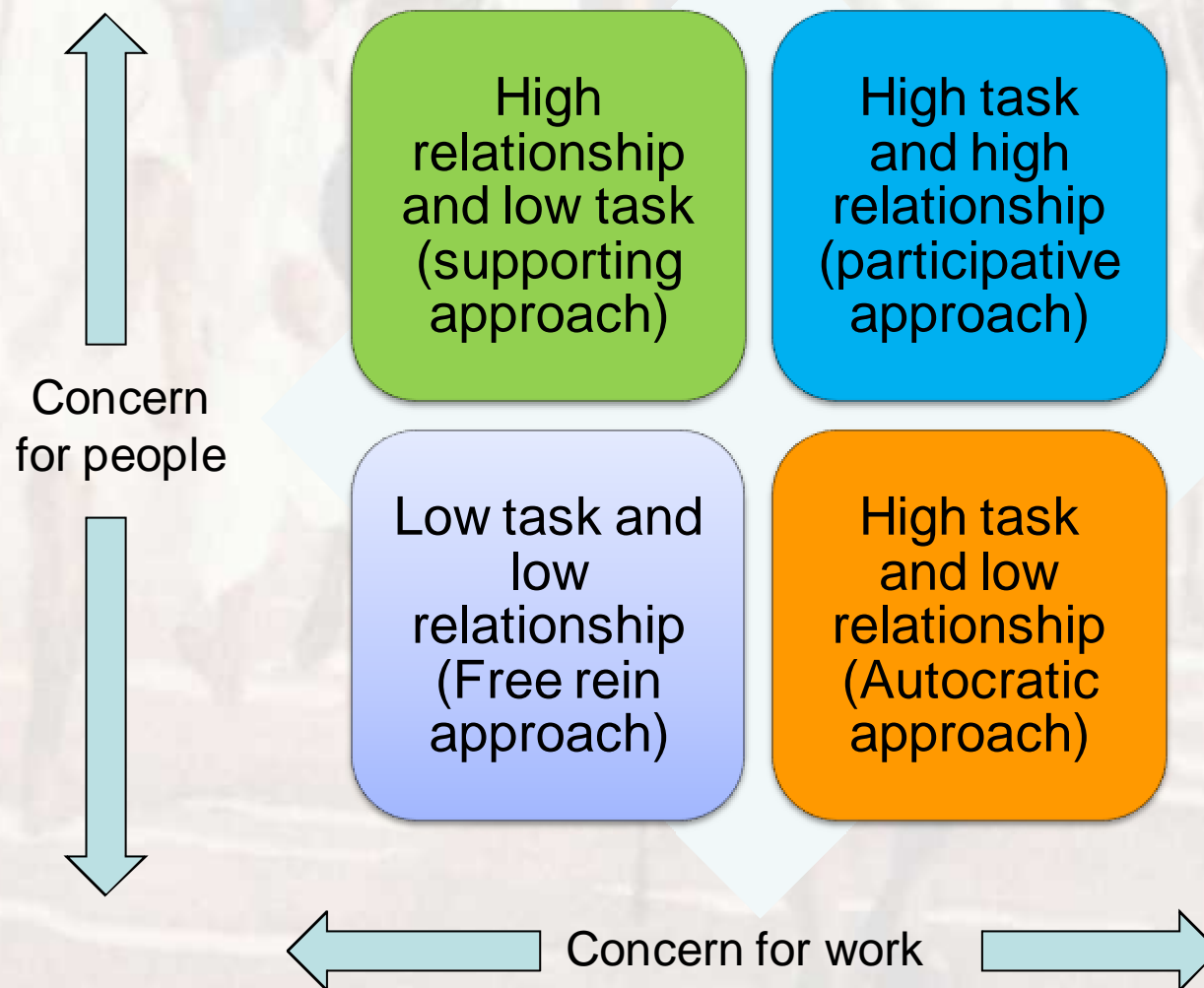
Leadership approach



- Concern for task
- Concern for people

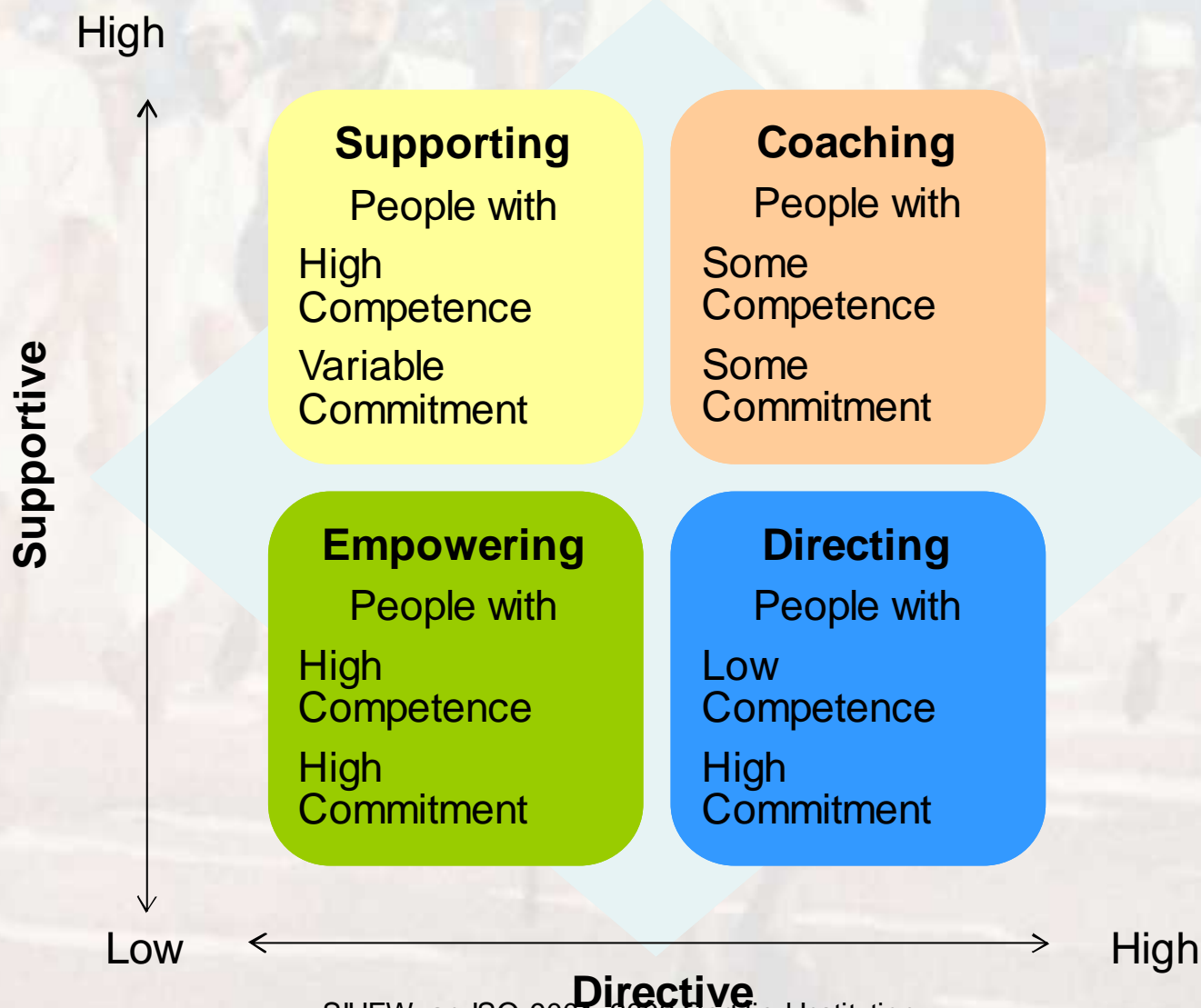


Leadership Approach





Situational Leadership Approach





Ineffective Leader

- Does not listen
- Fails to delegate
- Does not show respect to others feelings
- Shows no interest in followers
- Gives negative feedback to third party
- Does not praise when praise is due
- Criticizes in front of others





Ineffective Leader

- Takes personal credit for other's ideas
- Always taking control
- Tendency to bully
- Uninformed about the problem being discussed
- Non-participative
- Rigid in holding on to ideas
- Offensive and abusive in language style



Key lessons for leadership

- You might have to neglect people sometimes
 - All cannot be pleased
 - Some feel annoyed, some neglected
- If people stop coming to you with problems
 - Loss of confidence in you
 - Feeling that you do not care anymore
- Do not always be led by experts
 - have data not the judgment
- Don't procrastinate things



Key lessons for leadership

- Never neglect details, in clutter situations leader needs to be more vigilant
 - Delegate but keep eye on details
- Don't wait for official blessing to try things out. You can get away if you try
- Keep exploring even if you may get what you do not like
- Success comes with people so attract and make efforts to retain the best.



Key lessons for leadership

- Make work place dynamic
 - Encourage people to learn new skills
 - Don't stick to stereotypes
 - Pay attention to what the situation demands
- Your attitude has a direct influence on followers whether it be
 - Optimism and enthusiasm
 - Pessimism and cynicism



Key lessons for leadership

- When recruiting apart from intelligence look for people who have
 - Integrity
 - Balanced ego
 - Loyalty
 - High energy drive
- Use KISS principle in solutions – Keep it Simple, Straight
 - Simplify
 - Useful for clarity of purpose, credibility of leadership and integrity in organization



Key lessons for leadership

- Command is lonely-
 - Willing to take tough and unambiguous decision
- Don't run at breakneck pace. Take leave when you have earned it.



Thank You

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or**

**contact : Director-SIHFW on
sihfwraj@yahoo.co.in**