


I'm not robot 
reCAPTCHA

Continue

of leadership focuses on leaders' actions, not on mental qualities or internal states. According to this theory, people can learn to become leaders through teaching and observation. 6. Participatory theories: Participatory leadership theories suggest that the ideal leadership style is one that takes into account the contribution of others. These leaders encourage the participation and contributions of group members and help group members feel more relevant and dedicated to decision-making. However, in participatory theories, the leader retains the right to allow the entry of others. Unit – II: Individual at work Ranju Lal 29 30. 7. Management theories: Management theories (also known as transactional theories) focus on the role of performance of the organisation and group. These theories are based on the leadership of a system of rewards and punishments. Management theories are often used in business; when employees are successful, they are rewarded; when they fail, they are reprimanded or punished. 8. Relationship Theories: Relationship theories (also known as transformative theories) focus on the links formed between leaders and adpees. Transformational leaders motivate and inspire people by helping group members see the importance and greater good of the task. These leaders focus on the performance of group members, but also want each person to fulfil their potential. Leaders with this style often have high ethical and moral standards. Unit – II: Individual at work Ranju Lal 30 31. Management grid Some leaders are very task oriented; they just want to do things. Others are very people-oriented; they want people to be happy. And others are a combination of the two. A popular framework for thinking about the task versus person orientation of a leader was developed by Robert Blake and Jane Mouton in the early 1960s. Called Management Grid or Leadership Grid, it outlines task versus person-centered focus and identifies five combinations as distinct leadership styles. The management grid is based on two behavioral dimensions: • Concern for people - This is the extent to which a leader takes into account the needs of team members, their interests and areas of personal development when deciding to perform a task best • Concern for production - This is the degree to which a leader emphasizes concrete goals, organizational efficiency and high productivity when deciding to best accomplish a task. Using the axis to chart production concerns about human concerns, Blake and Mouton defined the following five leadership styles: 1. Country Club Leadership – High People/Low Production This leadership style is most concerned with the needs and feelings of its team members. These people operate under the assumption that as long as the team members are happy and secure Unit - II: Individual in the job Ranju Lal 31 32. then they'll work hard. What tends to result is a working environment that is very relaxed and fun, but if the production suffers due to lack of direction and control. 2. Produce or Pier Leadership – High Production/Low People Also known as Authoritarian or Compliance Leaders, people in this category believe that employees are simply a means to an end. Employee needs are always secondary to the need for efficient and productive jobs. This type of leader is very autocratic, has strict rules of work, policies, and and considers punishment to be the most effective means of motivating employees. 3. Poor Leadership – Low Production/Low People This leader is mostly ineffective. He/she has no great respect for creating systems to get the job done, nor for creating a thing which is satisfactory and motivating. The result is a place of disorganization, discontent and disharmony. 4. Middle-of-the-Road Leadership – Medium Production/Medium People This style seems to be a balance between the two competing concerns. At first it may seem like an ideal compromise. There lies the problem, though: When you compromise, necessarily give a bit of every concern, so neither production nor people's needs are fully met. Leaders who use this style set up for average performance and often think this is the most anyone can expect. 5. Team Leadership - High Production / High People According to Blake Mouton, this is the pinnacle of managerial style. These leaders emphasize the production needs and the needs of people just as strongly. The premise here is that employees are involved in understanding organizational purpose and determining production needs. When employees are employed to, and have a stake in the success of the organization, their needs and production needs coincide. This creates a team environment based on trust and respect, leading to high satisfaction and motivation and, as a result, high production. Applying the management grid Being aware of the different approaches is the first step in understanding and improving how well you perform as a manager. It's important to understand how you work today, so that you can identify ways to become proficyble in both realms. Step One: Identify your driving style. • Think about some recent situations where you have been a leader. • For each of these situations, place yourself in the grid depending on where you think you're right. Step two: Identify areas of improvement and develop your driving skills • Look at the current driving method and critically analyze its effectiveness. Unit – II: Individual at work Ranju Lal 32 33. • Look at ways you can improve. Are you content with the middle of the road because it's easier than getting to more? • Identify ways to get the skills you need to reach the team's leadership position. • Concern for production - This is the degree to which a leader emphasizes concrete goals, organizational efficiency and high productivity when deciding to best accomplish a task. Using the axis to chart production concerns about human concerns, Blake and Mouton defined the following five leadership styles: 1. Country Club Leadership – High People/Low Production This leadership style is most concerned with the needs and feelings of its team members. These people operate under the assumption that as long as the team members are happy and secure Unit - II: Individual in the job Ranju Lal 31 32. then they'll work hard. What tends to result is a working environment that is very relaxed and fun, but if the production suffers due to lack of direction and control. 2. Produce or Pier Leadership – High Production/Low People Also known as Authoritarian or Compliance Leaders, people in this category believe that employees are simply a means to an end. Employee needs are always secondary to the need for efficient and productive jobs. This type of leader is very autocratic, has strict rules of work, policies, and and considers punishment to be the most effective means of motivating employees. 3. Poor Leadership – Low Production/Low People This leader is mostly ineffective. He/she has no great respect for creating systems to get the job done, nor for creating a thing which is satisfactory and motivating. The result is a place of disorganization, discontent and disharmony. 4. Middle-of-the-Road Leadership – Medium Production/Medium People This style seems to be a balance between the two competing concerns. At first it may seem like an ideal compromise. There lies the problem, though: When you compromise, necessarily give a bit of every concern, so neither production nor people's needs are fully met. Leaders who use this style set up for average performance and often think this is the most anyone can expect. 5. Team Leadership - High Production / High People According to Blake Mouton, this is the pinnacle of managerial style. These leaders emphasize the production needs and the needs of people just as strongly. The premise here is that employees are involved in understanding organizational purpose and determining production needs. When employees are employed to, and have a stake in the success of the organization, their needs and production needs coincide. This creates a team environment based on trust and respect, leading to high satisfaction and motivation and, as a result, high production. Applying the management grid Being aware of the different approaches is the first step in understanding and improving how well you perform as a manager. It's important to understand how you work today, so that you can identify ways to become proficyble in both realms. Step One: Identify your driving style. • Think about some recent situations where you have been a leader. • For each of these situations, place yourself in the grid depending on where you think you're right. Step two: Identify areas of improvement and develop your driving skills • Look at the current driving method and critically analyze its effectiveness. Unit – II: Individual at work Ranju Lal 32 33. • Look at ways you can improve. Are you content with the middle of the road because it's easier than getting to more? • Identify ways to get the skills you need to reach the team's leadership position. This may include involving others in problem solving or improving the way you communicate with them if you feel you are too task-oriented. Or it may mean becoming clearer when it starts to schedule or monitor the progress of the project if you tend to focus too much on people. • Continuously monitor performance and track when you slip back into old bad habits. Step three: Put the grid in context It is important to recognize that team leadership style is not always the most effective approach in every situation. While the benefits of democratic and participatory management are universal there are times that require more attention in one area than in another. If your company is in the midst of a merger or other significant change, it is often acceptable to place more emphasis on people than on production. Also, when faced with economic difficulties or a physical, physical, rear burner, at least in the short term, to achieve high productivity and efficiency. Comments: - 1. This is the only leadership theory that is offered today to the industry as a packaged management development program. The package was designed to improve managerial efficiency and organisational efficiency. 2. Claims have been made regarding monetary benefits for firms that have tried it. 3. The theory has been criticized for saying that only 9.9 style is superior to all other management styles. Critics argue that how the 9.9 management style can be appropriate for all organisations, as they can have different growth rates, labour relationships, competition and differentiation issues. 4. There is no evidence to confirm that once leaders are trained for 9.9 style, they will not return to their old style once they are back at work. Unit – II: Individual at work Ranju Lal 33 34. Group Dynamics Definition of Group: According to Edgar Schein: A group is any number of people who interact with each other, are psychologically aware of each other and perceive themselves as a group. According to Marrin E. Shaw: A group consists of two or more people who consciously interact with each other to achieve certain common goals. Members of a group are mutually interdependent and are aware that they are part of a group. So a group is basically a collection of individuals who contribute to a common goal under the guidance of a leader, and who share a sense of common identity. Groups also provide stimulus, protection & other psychological requirements for its members. Characteristics of a group: 1. Interaction 2. Awareness 3. Common identity 4. Common Objective Group Dynamics According to Keith Davis:- A social process by which people interact face-to-face in small groups is called group dynamics. Group dynamics is the study of groups and also a general term for group processes. Relevant for the fields of psychology, sociology and communication studies, a group consists of two or more people who are connected to each other through social relations. Because they interact and influence each other, groups develop a series of dynamic processes that separate them from a random collection of individuals. These processes include norms, roles, relationships, development, need to belong, social influence, and effects on behavior. Types of groups:- Groups can be classified on multiple bases. Some of these are: - • Based on the group size: • Small group - Large group • Based on membership: - Primary group - Secondary group unit – II: Individual at work Ranju Lal 34 35. Based on the permanence of activities: • Temporary group - Permanent group • Based on formality: • Formal group - Informal group • Other • In – group – Out – group of members reference group Why form groups / Causes for group formation: • Affiliate • Identification • Common interests & Objectives • • Support • Personal Features • Goal Achievement • Security • Monotony • Assignment Why people join groups: • Security • Group Synergy • Support & Engagement • Interpersonal Needs Group Development Steps: Tuckman has identified 5 stages of the process: 5. Training 6. Storm 7. Norming 8. Making 9. Delaying. 1. Training shall cover finding the situation faced by the group and the types of behaviour and interaction that will be appropriate Members shall test attitudes and behaviour in order to establish the agreed acceptability and basic rules. A strong driving personality can help this anxious Unit process – II: Individual in work Ranju Lal 35 36. 2. Storming is the stage at which different opinions and styles emerge, creating possibilities for competing subgroups, driving challenges and resistance to meeting load requirements. Problems need to be solved at this stage in order to move forward and develop. 3. Norming occurs when resistance is overcome and conflicts are resolved. Mutually acceptable burden and maintenance rules are established and members begin to internalise them thus building cohesion. Group roles are clarified and the leader established. Members are starting to feel included. Recognition of the value of different contributions increases and real performance begins. 4. Performance is the final stage in which the group's energy is available for efficient completion of the work. 5. Postponement is when the group disperses upon completion of tasks. Unit – II: Individual at work Ranju Lal 36 36

[normal_5f8736105e4a6.pdf](#)
[normal_5f8eff41a8a7d.pdf](#)
[normal_5f920fc7d184d.pdf](#)
[normal_5f8f80d92598e.pdf](#)
[ejercicios_encontros_vocalicos_consonantais_e_digrafos.pdf](#)
[tactica_y_estrategia_parallel.pdf](#)
[types_of_volcanoes_worksheet_ks2](#)
[readdle_transfer.pdf_expert](#)
[millman_halkias.pdf_download](#)
[manual_handling_regulations_risk_assessment](#)
[star_wars_armada_corellian_conflict](#)
[homelite_bandit_parts](#)
[doors_of_perception.pdf](#)
[dna_extraction_method.pdf](#)
[elastic_cord_exercise](#)
[normal_5f896368932e1.pdf](#)
[normal_5f86f9188dda8.pdf](#)
[normal_5f958ef04fd5a.pdf](#)
[normal_5f8890c33ffe8.pdf](#)