Unit 13 - Leadership

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Leader and Leadership

Who is a Leader ?

- **Leader** is a person who effectively influences a group to co-operate in setting and achieving goals.

What is Leadership ?

- **Rogers and Olmsted** defined leadership as "An activity in which effort is made to influence people to cooperate in achieving a goal viewed by the group as desirable".

- Hepple defined Leadership as '**the role and status of one or more individuals** in the structure and functioning of group organizations which enable these groups to meet a need or purpose, that can be achieved only through the cooperation of the members of the group'.

Leadership

- According to **Hoffer and Gibson** *"leadership is the **unique relationship** which exists in a group when the processes of mutual stimulation makes it possible for one person to influence others in the pursuit of a common cause."*

  Eg. Progressive farmers influencing neighbouring farmers to adopt innovative agricultural technologies.

- In other words, **Leadership** is a '***social process*** which initiates action for and with followers. It is a necessary function or mechanism of social groups'

Classification/Types of Leaders

A.)The leaders may be classified in terms of the types of groups they work with, such as political, military, business, religious and recreational etc.

B.) Whyte has classified the leaders into 4 categories :

1. **Operational Leaders:** Those persons who actually initiate action within the group, regardless of whether or not they hold an elected office. Eg. Village elders, land lords
2. **Popularity Leadership:** The popular person was elected to a position of leadership because he was well liked by the members. Such an individual may or may not be the actual leader of the group. If such persons who hold elective positions do very little about initiating action for the group, and are mere figureheads or **Ornamental Leaders** they are called **Nominal Leaders**.

   Eg. M. S. Dhoni as Military Commando of Indian Army.

Classification/Types of Leaders

3. **Assumed representative type**: refers to a person selected to work with a committee or other leaders, because the latter have assumed that he represents another group they desire to work with; he may or may not be a leader of the group.

Eg. For creating Community awareness on Covid-19 virus- Corona, different religious leaders joined together in the country.

4. **Prominent Talent:** Example Artists and musicians who have exhibited an outstanding ability and accomplishment in their respective fields. It may include the experts and intellectual leaders.

Classification/Types of Leaders

C.) Other Classification of Leaders

1. Professional and Lay leaders:

The professional leader is one who has received specific specialised training in the field in which he works full time as an occupation, and is paid for his work. (e. g., Extension Officer, Agricultural Assistants etc

- **The lay** leader may or may not have received special training, is not paid for his work, and generally works part-time with local group organisations. e.g., Gram sahayak, Farmer Facilitators, Youth club President. Lay leaders are also called **volunteer leaders or local leaders or natural leaders**.

These lay leaders may be either formal leaders or in-formal leaders, depending on whether they are regular office-bearers of organised groups or not.

Classification/Types of Leaders

2. Autocratic Leader:

He/She operates as if he cannot trust people. He thinks his subordinates are does not do work and employees is paid to work and, therefore, must work.

3. Democratic Leaders:

The leader shares with the group members decision making and the planning of activities. The participation of all the members is encouraged. He works to develop a feeling of responsibility on the part of every member of the group. He attempts to understand the position and feelings of the employees.

4. Laissez-faire Leader:

Leader believes that if you leave workers alone the work will be done. He seems to have no confidence in himself. If at all possible he puts off decision making and takes time to make decisions. He tends to withdraw from the work group

Roles/Functions of Leaders

1. Group spokesmen:

- The leader has responsibility of speaking for the group and representing the group's interest and position faithfully and accurately.
- This means that he is fully aware of the group's consensus of opinion and how it may or may not coincide with his individual thinking.

2. Group harmonizer:

- All social groups usually have both uniformities and differences of opinion (diversity in interest and misunderstandings etc.).
- To maintain harmony with a group, emphasis must be placed upon the uniformities among the members rather than upon individual differences.
- It should be remembered that the role of the group harmonizer is to promote harmony in line with the basic purpose of the group, not to promote harmony simply for harmony's sake.

Roles/Functions of Leaders

3. Group planner:

- Generally persons are chosen for leadership positions, because it is assumed that they know a little more about the problems confronting the group and their possible solutions than do the other members of the group.

4. Group executive:

- Most groups have some established methods of conducting business and achieving consensus of opinion on issues that come before them.
- The leader is the one who presides when the group is conducting business.
- As a group executive the leader is responsible for seeing that the business of the organization is carried on according to democratic principles.

5. Group educator/teacher:

- In many groups the person elected as leader is one who has had more training and experiences than most of the members of the group. It is assumed that the leader knows more about the work of the particular group than most of the members.

6. Symbol of group ideals:

- All social groups have implicit or explicit norms or ideals.
- As a rule, persons accepted as leaders are those who have adopted these norms and live by them.
- The group expects its leadership to embody the ideals of the group.
- If a person cannot accept the ideals of the group and consistently make an effort to achieve them, he should decline to accept the role of leadership for the organization.

Qualities/ Traits of Good Leader

Hepple has listed the following traits or qualities as desirable for effective leadership

1. Physical fitness
2. Mental ability (intelligence)
3. Since of purpose (having definite ideas regarding the aims of the group)
4. Social insight (sensitivity to other person's position, problems or points of view)
5. Communication (including good listening and speaking acceptably in public)
6. Love for people (friendliness without favouritism or without giving scope for indiscipline)
7. Democracy (giving all members equal opportunities for participation etc.)
8. Initiative.
9. Enthusiasm
10. Authority (based upon mastery of knowledge and skills in a particular field.)
11. Decisiveness (ability to make good and prompt decisions or judgments)
12. Integrity of character
13. Teaching ability
14. Convictions and faith

Leadership Qualities/Traits of Good Leader (Cont'd)

15. Honesty and integrity
16. Confidence
17. Inspire Others
18. Commitment and Passion
19. Good Communicator
20. Decision Making Capabilities
21. Accountability
22. Delegation and Empowerment
23. Creativity and Innovation
24. Empathy
25. Resilience
26. Emotional Intelligence
27. Humility
28. Transparency
29. Vision and Purpose **etc.,**

Theories of Leadership

The different theories of leadership are presented below following Kanka (2005)

1. **Trait Theory: Trait means quality. According to this theory leadership behaviour is influenced by certain qualities of a leader. A successful leader has the following qualities.**

    I. Good personality
    II. Tirelessness
    III. Ability to take quick decisions
    IV. Courage to face competitors
    V. Persuasion
    VI. Intelligence
    VII. Reliability
    VIII. Physical fitness etc.,

2. **Behavioural Theory: In this theory, leadership can be described in terms of "what leaders do rather than what they are". In other words leadership can be identified by reference to their behaviour in relation to their followers.**

3. **Situationist Theory: As per the situation theory, a leader is strongly affected by the situation in which he works. Situation helps the persons develop their leadership qualities and emerge as leader.**

4. **Follower Theory / Acceptance Theory: According to this theory, if followers accept a person as their leader, he becomes a leader irrespective of his qualities and behaviour. In the political world, a person who satisfies the needs of his followers will become a leader. Followers refuse their leader when he fails to satisfy their needs.**

5. **Path – goal Theory: This theory states that leaders can exercise four different kinds of styles**

   i. **Directive leadership: Giving directions to the subordinates rather than seeking their cooperation.**
   ii. **Supportive leadership: Being friendly and approachable to subordinates.**
   iii. **Participative leadership: Asking for suggestions from subordinates before making decisions.**
   iv. **Achievement oriented leadership: Setting challenging goals and assignments for subordinates.**

Methods of Identifying Leaders

There are many ways to locate people with desirable qualities and potential to play leadership role, as given below:

1. Discussion:

An opportunity for discussion on real issue gets people in action giving expression to their knowledge, group skill and power of conviction. This is said to be live laboratory to see display of power and influence in natural condition.

2. Workshop / problem solving:

Problem solving or working on real issues facing the community gives people chance to exercise their insights, skills of problem solving, knowledge of the subject and group process. Team work decision making and other managerial abilities are also expressed.

3. Participative observation:

Even though observation is part of both discussion and workshop methods, leaders can be selected through close observation in the community by observer being a part of the scene for a period of time. This provide him enough data regarding conditions of the community, opportunities of leadership and skills.

4. Sociometric Technique:

The term 'Sociometry' refers to the pattern of attraction among members of a group.

Sociometric technique is meant for *'determining the extent to which individuals are accepted in a group'*. This helps in revealing the relationship structure within a group.

The technique can be applied if all the members of the group know each other well. In order to seek preference for leader the specific context (situation) is explained to each member and he is asked to give a number of preference (say first, second and third) along with rating.

Thus, people are given a situation narrating whom do you consult from your village if you have problems regarding cultivation, name three persons from community in order of preference.

Sociometric score is calculated by multiplying number of incoming choices for each person and total of scores obtained in terms of preferences. Thus, individuals are ranked on the basis of sociometric score.

Training of Leaders : Defintion and Meaning

Meaning and definition of Training and Leadership training

Training is teaching or developing in oneself or others, any skills and knowledge or fitness that relate to specific useful competencies.

Training refers to the teaching and learning activities carried on for the primary purpose of helping members of an organization acquire and apply the knowledge, skills, abilities, and attitudes needed by a particular job and organization.

Leadership training involves a set of practices and methodologies designed to empower individuals to effectively take on and perform the role of a leader.

Leadership training is a specialized programme designed to help the leaders learn new techniques and refine old skills to run the their team. It focuses on improving leadership skills such as decision making, communication, problem solving and adaptability etc.

Methods of Leaders training

1)Change Management Training for Leaders:

Change management training equips leaders with essential skills to guide their teams through organizational transitions.

As change is inevitable in any organization, effective management of these changes significantly impacts employee morale and productivity.

Leaders trained in change management can better understand change dynamics, communicate change effectively, and implement strategies to minimize resistance.

Key components of this training include:

- **Understanding change dynamics**
- **Communicating change effectively**
- **Strategies for minimizing resistance**
- **Tools for implementing change smoothly**

Methods of Leaders training

2) Conflict Resolution Training for Leaders:

Conflict resolution training teaches leaders how to address and resolve disputes within their teams, which is crucial for maintaining a productive and harmonious work environment.

Unresolved conflicts can lead to decreased productivity and a toxic atmosphere.

By learning to identify sources of conflict, employing effective communication techniques, and developing mediation skills, leaders can create win-win solutions.

Key components of this training include:

- **Identifying sources of conflict**
- **Effective communication techniques**
- **Mediation skills**
- **Developing win-win solutions**

Methods of Leaders training

3)Storytelling Training for Leaders:

Storytelling training focuses on enhancing leaders' abilities to communicate their vision and ideas through compelling narratives.

Stories are a powerful tool for inspiring and motivating teams, making complex ideas more relatable and memorable.

Leaders who master storytelling can craft engaging stories, use narratives to reinforce company values, and leverage storytelling for team building and persuasive communication.

Key components of this training include:

- **Crafting engaging stories**
- **Using storytelling to reinforce company values**
- **Techniques for persuasive communication**
- **Leveraging stories for team building**

Methods of Leaders training

4)DEI Training for Leaders:

Diversity, Equity, and Inclusion (DEI) training helps leaders create and maintain an inclusive workplace.

A diverse and inclusive environment fosters innovation and improves employee satisfaction.

Leaders trained in DEI can better understand unconscious bias, promote diversity, create equitable opportunities, and build an inclusive culture.

Key components of this training include:

- Understanding unconscious bias
- Strategies for promoting diversity
- Creating equitable opportunities
- Building an inclusive culture

Methods of Leaders training

5)Accountability Training for Leaders:

Accountability training emphasizes the importance of responsibility and ownership in leadership roles.

Holding oneself and others accountable ensures high performance and integrity within the team.

Leaders trained in accountability can set clear expectations, monitor progress, provide constructive feedback, and address accountability issues effectively.

Key components of this training include:

- **Setting clear expectations**
- **Monitoring progress and providing feedback**
- **Addressing accountability issues**
- **Fostering a culture of accountability**

Methods of Leaders training

6)Self-Awareness Training for Leaders:

Self-awareness training encourages leaders to understand their own strengths, weaknesses, and leadership style.

Self-aware leaders are better equipped to manage their teams effectively and make informed decisions.

By employing techniques for self-reflection, identifying personal biases and blind spots, and continuously improving, leaders can align their leadership style with their team's needs.

Key components of this training include:

- **Techniques for self-reflection**
- **Identifying personal biases and blind spots**
- **Strategies for continuous self-improvement**
- **Aligning leadership style with team needs**

Advantages of use of Local leaders in Agricultural Extension

a)Trust and Credibility:

Local leaders are often more trusted by the community than outside experts. Their endorsement can encourage farmers to adopt new practices.

b)Cultural Relevance:

Local leaders understand the cultural and social dynamics of their communities, allowing them to tailor messages and approaches that resonate with local values and practices.

c)Enhanced Communication:

They can bridge the gap between extension services and farmers, facilitating better communication and understanding of local needs.

d)Community Mobilization:

Local leaders can mobilize community resources and organize farmers for training sessions, workshops, and collaborative projects

e)Adaptability:

They can quickly adapt extension messages based on feedback and changing local conditions, ensuring that advice remains relevant and practical.

Advantages of use of Local leaders in Agricultural Extension

f)Sustainability:

By involving local leaders, agricultural extension initiatives are more likely to be sustained over time, as they build on existing community structures.

g)Knowledge Sharing:

Local leaders can facilitate peer-to-peer learning, encouraging farmers to share successful practices and innovations among themselves.

h)Problem-Solving:

They are often better positioned to identify local challenges and work with farmers to develop practical solutions.

i)Resource Access:

Local leaders may have better access to resources and networks, helping farmers connect with funding, tools, and markets.

j)Empowerment:

Involving local leaders empowers communities to take charge of their agricultural development, fostering a sense of ownership and responsibility.

Disadvantages of use of Local leaders in Agricultural Extension

a)Limited Expertise:

Local leaders may not possess the technical knowledge required for certain agricultural practices, potentially leading to misinformation or ineffective advice.

b)Bias and Favoritism:

Local leaders might prioritize certain groups or individuals over others, which can create divisions within the community and limit access to resources.

c)Resistance to Change:

Some local leaders may be resistant to new ideas or practices, preferring traditional methods that may not be the most effective or sustainable.

d)Inconsistent Messaging:

Different local leaders may have varying interpretations of extension messages, leading to confusion among farmers about best practices.

e)Dependence on Personal Relationships:

The effectiveness of local leaders can heavily depend on their personal relationships within the community, which may not always be positive or inclusive.

Disadvantages of use of Local leaders in Agricultural Extension

f)Potential for Corruption:

There is a risk of local leaders exploiting their positions for personal gain, which can undermine trust and effectiveness in extension services.

g)Resource Limitations:

Local leaders may lack access to the latest research, technologies, or resources necessary to provide comprehensive support to farmers.

h)Time Constraints:

Many local leaders have other responsibilities, which can limit the time and effort they can dedicate to agricultural extension activities.

i)Community Fragmentation:

In diverse communities, reliance on certain local leaders might alienate other groups, leading to a fragmented approach to agricultural development.

j)Short-Term Focus:

Local leaders may prioritize immediate community concerns over long-term agricultural strategies, potentially compromising sustainability