EXECUTIVE SUMMARY

Leadership is one of the most observed and least understood phenomenon on earth. Leadership has probably been written about, formally researched, and discussed more than any other single topic. Despite all this, leadership is still the least understood topic.

With a plethora of research work on leadership theories, the researcher was rather judicious in selecting those very theories that had a direct relevance to her research work and also for interpretation of the findings. However, the researcher had a cursory look at the most important models and theories of leadership. A mention must be made here of the Resonant Leadership theory proposed by Boyatzis and McKee and an Integrative theory of leadership by Chemmers.

Descriptive research design has been used by the researcher to examine the profiles of leaders from diverse organisations as perceived by them, and the expectations of their subordinates (followers) about their leadership styles. A match/ mismatch between the two are assessed.

The population for the study is the Middle level managers and their subordinates from the Information Technology (IT) sector, Multi- National Corporations (MNC’s), Non Government Organisations (NGOs), Private Sector, and the Public Sector Organisations. All the managers were playing the role of leaders in guiding their subordinates in day to day work and also in decision- making. The subordinates selected were those who were directly reporting and accountable to the managers.

A purposive sampling (judgment) technique was used. The sample consisted of 146 managers and a total of 242 subordinates. A single sample unit consisted of one manager and his/ her two subordinates. Six questionnaires were administered to the managers (leaders) to know their personality and motivational traits and assess their
leadership styles, and two were administered to the subordinates. One questionnaire was designed by the researcher to analyse the Expectations of Subordinates from their bosses (ESFB).

Hypotheses for the study were formulated as follows:

Hypothesis 2 is on ‘Conscientiousness’, Hypothesis 4 on ‘Openness to experience’ and Hypothesis 5 on ‘Agreeableness’. These three factors are from the Five Factor Model of personality. Hypothesis 1 is on ‘Emotional Intelligence’, Hypothesis 3 on ‘Resonance’ of a leader, and Hypothesis 6 on ‘Attribution of Success and Failure’.

Qualitative and Quantitative analysis were done. Leader profiles for diverse organisations were arrived at through qualitative analysis, and a comparative analysis of Leader Profiles across diverse organisations was also done. Hypotheses of the present study were tested by applying appropriate parametric and non-parametric measures of descriptive statistics and inferential parametric and nonparametric tests of significance.

The important finding of this study is the agreement about the S2 (selling) style of leadership as perceived by the leaders from all the different types of Organisations. However, in a few cases, there was a progressive trend of going from S2 to S3 (participating) style of leadership. Subordinates’ expectations from their leaders also matched with their leaders’ perceptions. This finding is very much in consonance with the Indian culture, which advocates nurturant task or benevolent autocratic leadership with the junior subordinates and the consultative leadership with the higher order subordinates.
Regarding the personality traits of the leaders, there was a difference among the leaders from diverse Organisations. This is quite evident of the fact that each type of organisation studied has different objectives and mission.

The findings of the study are discussed by the life cycle theory, an Integrated theory of leadership, and Resonant leadership theory.