It is said that Leaders are ones who can motivate those whom they lead to achieve a mutual goal. Leaders influence people to work towards a common goal; leaders get results; leaders are always good. Bad Leader is an antithesis; a leader always succeeds. Why? This is because, leaders are not known only because of who they are, but by the process they use along with their followers for a specific activity to achieve a particular shared goal. This means that a person will be elected as leader only if he/she is acceptable to the group of followers and is perceived to have the capacity and the power to achieve common objectives. He/She may or may not have a formal position. Needless to say a leader always achieves the mutual goal. He/She may step forward to lead as per the need of the hour and acceptability of the followers and remain inactive until needed again. All of us therefore have the potential to be leaders. We will be acceptable as leaders only if we are trusted by our workgroup to show them the way to the goal. If this is true, then, though it may be perceived that leaders are powerful people, actually they only need to have capability in achieving the goal and acceptability by their followers. They may or may not be famous. In fact a large number of effective leaders are unknown to us. If we want to study leadership, we need to study a broad range of leaders, some whom are famous and some who are not.

Can we say that different jobs demand different leaders? Yes, perhaps, because a leader is not only the one who has traits like confidence, support, ability, skills, intelligence but also has the ability to achieve a specific goal. Different jobs may require different abilities and skills to be used by the leader to achieve the goal through his/her followers. He/She is known by his/her influence on followers to achieve a common goal. Leadership is then a goal achieving process. Though there
may be different opinions about what makes a leader, leadership is always about achieving a common goal through followers. As such a leader does not exist without followers. In fact, the followers make the leader. Hence, it is said that leadership is inseparable from followership.

The study of leadership, entails the study of leaders, the followers and the situation in which leadership exists. Studying any one in isolation will give only a lopsided view of Leadership. As is rightly put forth in situational approach, the effectiveness of a leader depends upon the interaction between the leader, follower and the situation. It is therefore imperative that the leadership research focuses on the leader and the follower with an emphasis on the situation as well.

Followers are people. People will be rational and emotional. Hence it is mandatory for a leader to be rational and emotional. He has to prime good feeling in the followers. Primal leadership (Goleman, 2002) is therefore about emotions. A leader should be able to create a resonance in the people he/she leads so as to be able to lead them. He needs to be confident and, at the same time, remember to consider others’ opinions. He needs to be perseverant and, at the same time, recognise when times are changing. He also needs to have the courage and inner strength to be honest about painful truths. Competence of getting the job done is most important.

All of this points to a fact, which we cannot escape. Every leader has a purpose which is shared by her group of followers. This purpose has to be fulfilled in a situation which may not be totally controllable and predictable by the leader. This means that leaders emerge in a situation. The same leader may not be effective in other situations. In other words, different situations call for different leaders. This is because every
leader has a style of leadership which works in one situation but may not work in another.

Though all leaders are seen to have some common traits, every leader by virtue of her unique traits may have a characteristic way of leading in a situation. We call this her style. For every leader we observe a different style. Each style is seen to be effective in certain situations. But leadership is a process. Hence a leader is effective due to her process, not by her traits or style alone. Then, can a leader change her style to suit the need of the situation? Yes. Such a leader may be a leader for a long time. Every leader may aspire to be a leader persistently. They can achieve this if they understand what leadership is, what it is not, what improves it and how to get it. To get an insight into this problem the researcher proposes to study all three components which make up leadership; leader, follower, situation. The researcher is focussing on the managers as leaders in organisations. Since situations can be defined in many ways, the researcher chooses to differentiate situations by the type of organisations viz. IT, MNC, NGO, Public sector, Private sector. The follower in an organisation is the subordinate who reports to the manager. This forms the unit of study for the present research work and will be elaborated on in the following chapters.

1.1 Leadership as a Mission

Xerox Pare guru, John Seely Brown said it best, “The job of leadership today is not just to make money, it’s to make meaning. Talented people are looking for organisations that offer not only money, but...spiritual goals that energize...(that) resonate with the personal values of the people who work there, the kind of mission that offers people a chance to do work that makes a difference.” (Porras, Emery, Thompson, 2006). When it comes to attracting, keeping, and making teams out of talented people, money alone will not do it. Talented people want to be a part of
something that they believe in; something that confers meaning to their work and to their lives – something that involves a mission. They also do not want that mission to turn into the kind of predictable ‘mission statement’ that plasters many a corporate-boardroom wall, rather they want that the organisation be energised by reasoning with the personal values of the people who work there – the kind of mission that offers people a chance to do that which makes a difference. Along with the traditional bottom line, great enterprises have a second bottom line, a return on investment that advances a larger purpose. A powerful mission is both a magnet and a motivator. Mission is defined by Deshpande (1993) as follows, “Where there’s no excuse for omission or commission, where there’s no need for permission or submission, mission is a dedication to the cause for which it stands.” In this sense, leadership is a mission. The leader climbs the tallest tree in the forest, may be a wrong forest, and becomes a visionary to predict the eventualities of the future without waiting for any guidelines.

1.2 LEADERSHIP IS A PROCESS

Leadership is a process, not a position. Leadership is a social influence process shared among all members of a group. Leadership is not restricted to the influence exerted by someone in a particular position or role; followers are part of the leadership process. In recent years, both practitioners and scholars have emphasised the relatedness of leadership and followership. As Burns (1978) observed, the idea of ‘one-man leadership’ is a contradiction in terms.

Leadership and followership cannot be separated. There is no simple line dividing them; they merge. The relationship between leadership and followership can be represented by a concept from topological mathematics, The Mobius Strip depicted in Figure 1.1.
When a strip of paper is connected (See Figure 1.1), it proves to have only one end. Cut a strip of paper; on one side write leadership and on the other followership. Then twist the strip and connect the two ends in the manner of the figure. Leadership and followership merge one into the other, just as leadership and followership become indistinguishable in an organisation.

1.3 APPROACHES TO LEADERSHIP THEORIES

There are three main approaches to leadership theories. These are shown by the following equations:

(1) \( L = f(P) \), (2) \( L = f(S) \), and (3) \( L = f(PXS) \) where \( L \) stands for leadership, \( f \) stands for function, \( P \) stands for personal traits, \( S \) for situation, and \( PXS \) denotes person-situation interaction.

The leadership literature is vast, consisting of numerous approaches. These could be organised in terms of transitions from traditional leadership perspectives including trait or great man theories (Bingham, 1927), behavioural (Bass, 1960, Argyris, 1976) and situational or contingency theories (Hook, 1943, Vroom and Jaggo, 1988) to new perspectives including attribution theory (Pfeffer, 1977) charismatic approaches (House, 1977), transformational leadership (Burns, 1978) and resonant leadership

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1 http://photobucket.com/images/Mobius+Strip/
These leadership transitions are especially relevant to the high performance context of the organisations today.

1.4 LEADERSHIP EFFECTIVENESS

The effectiveness of a leader depends on how he wields the situation in which he is placed to achieve the goals of the organisation. One should not forget the role of the followers and the type of Organisation in evaluating the effectiveness of leaders. American management styles may not work effectively in Japan and Japanese management styles may not work effectively in America. Cultural ethos plays its own role in effectiveness.

There are three theories which primarily deal with leadership effectiveness and the role of followers; LMX theory, Life cycle theory and the Path goal theory. The LMX theory focuses on the working relationship between leaders and followers (Bauer, Green, 1996). The LMX scale assesses the degree to which leaders and followers have mutual respect for each other’s capabilities and feel a deepening sense of mutual trust and have a strong sense of obligation to one another. House’s Path goal theory (1971) and Hersey and Blanchard’s Life cycle theory (1970) are the prominent models of situational perspective positing that there is no single best way to lead. Situational leadership requires adjusting a leader’s style with the maturity (readiness) and other personal characteristics of the subordinates, and the demands of the situation to make it effective.

1.5 EMERGING MODELS OF LEADERSHIP

With the research work of Burn and Bass (1978), new models of leadership emerged in 1980s. Charismatic leadership and Transformational leadership followed by Servant leadership, Spiritual leadership, Resonant leadership and Authentic leadership were some of the prominent models discussed by the researchers. Luthans
and Avolio (2003) defined authentic leadership as the process that draws from both positive psychological capacities and a highly developed organisational context, and results in both greater awareness and self regulated positive behaviours on the part of the leaders and associates fostering positive self development. This is the first time a reference is made to the role of an organisation in the context of leadership effectiveness after Weber’s model of bureaucracy, which was labeled by the critics as ‘bureaupathy’.

1.6 LEADER PROTOTYPE

There is an evidence that people have a mental picture of what makes a ‘good leader’ or ways in which ‘real leaders’ would act in a given situation. The view that people have an image in their minds of what a leader should look like is sometimes called a leader prototype. The implicit theories or prototypes usually consist of a mix of specific and more general characteristics. For example, a prototype of a bureaucrat in a government organisation would differ in many ways from a CEO of a corporate, and a Director of an R&D institute would differ from the chairman of an NGO. The organisations in which they are working expect them to mould their leadership style to be a high performer in those types of organisations.

1.7 DIVERSE ORGANISATIONS

Organisations, as diverse as a government organisation, a public enterprise, a private corporate, an IT organisation, a multinational or an NGO, have some characteristics in common. Organisations are social entities that are goal-directed, are designed as deliberately structured and coordinated activity systems, and are linked to the external environment.

Public Enterprise is defined as an activity of the government, Central or State or local, involving manufacturing or production of goods, including agriculture, or
making available a service for a price (Laxmi Narain, 1986)\(^2\). The public sector is used as a synonym for public enterprise. The building block of the public enterprise is bureaucracy. Weber(1946) has set out an ‘ideal type’ for bureaucracy, characterised by an elaborate hierarchical division of labour directed by explicit rules impersonally applied, staffed by full time employees up to their retirement, who live off a salary not from income derived from the performance of the job. The private sector consists of those entities which are not controlled by the state i.e. a variety of entities such as private firms and companies, corporations, private banks, non-government organisations etc. Speed in the technological advances in India has created a special niche in the IT sector for India. This organisation is seen to neglect all barriers of caste, creed, gender, social values, and culture, and is fast zooming ahead. Non-Government organisations (NGOs) focus on the welfare of the society at large, because performance in an NGO has a different perspective, and its survival does not depend on its performance. Multinationals (MNCs) are companies which exist in more than one country, and they deal with cultural diversity and a diverse workforce.

1.8 Significance of the study

Despite concentration on the character and competencies of successful leaders, many researchers and commentators argue that you cannot understand the dynamic role of a leader unless you see it in the context of his relationship with his ‘followers’ (colleagues, subordinates, or team members). Such ‘followers’ can play a crucial role in reinforcing the power of individual leaders, influencing their behaviour, and helping them to construct internal systems and structures (Howell and Shamir, 2005). Appreciation of the

influential role of such ‘followers’ is critical in informing our understanding of the socialisation process that shapes the leadership style adopted.

Leadership is a social process in which everyone is engaged. As such, leadership development should be seen as an investment in building human capital and developing the ‘collective capacity’ of organisation members to ‘interact and work together in a meaningful way’ (Day, 2001). There are many environmental factors which moderate the leadership effectiveness viz. perceptions of appropriate style (Campbell, 1993), versatility of leadership (Kaplan, 2003), complexity of behaviour of leaders (Hooijberg, 1996), discrepancy in self/subordinate perceptions of leadership, gender, Organisational context, and leaders self-monitoring (Becker et al, 2002). This emphasis on leadership as a collective process, rather than something that is specific to one individual, means that leadership development is as much about how best to manage teams and delegate authority, as it is about building networks and maintaining good personal relationships. It should be seen as an investment in building the social capital of an organisation. The various facets of leadership, therefore, need to be delved into in detail. This is an integral part of the present research study.

The present researcher is interested in analyzing and comparing the leadership style in diverse Organisations such as public sector undertaking, private sector (corporate), NGO’s, IT organisations, and multinationals. There are high and low performing Organisations in each of these sectors. However, the present researcher’s focus in this study is on the match-mismatch of the leadership styles with respect to their subordinates expectations about their boss’s leadership style in various types of Organisations. Ultimately, organisations are for the welfare of the people and if then the leader and his team of followers in the organisation work for the welfare of the community at large, it may lead to sustainable development of the organisation with high performance.
1.9 **FOCUS OF THE PRESENT STUDY**

The present researcher has taken up an analytical study of the motivational and personality characteristics of the leaders in different types of organisations and the expectations of their subordinates from them so far as their leadership styles are concerned. In this analysis, the focus is on studying the match-mismatch between leaders’ perception of their leadership style and the subordinates’ expectations from their leaders. The rationale behind this is if the leadership style matches with the subordinates’ expectations, the net result would be effectiveness of leadership resulting into high performance (quantitative and qualitative) in the organisation, no matter what type of organisation it is.