Chapter III

LEADERSHIP STYLES OF INDIAN MANAGERS
LEADERSHIP STYLES OF INDIAN MANAGERS

Many of the Research studies have been conducted by the behavioral Scientists on leadership to find out the answer to the question, what makes a leader effective? is leadership success due to his personality or, his behavior, or the types of followers he has or the situation in which he works, or a combination of all these?. These researchers, however, could not give a satisfactory answer of the question. These researchers have been presented various theories or approaches on leadership. The understanding of the various theories of leadership will provide guidelines to judge as how a leader emerges. Leadership styles are related to the theories of leadership. The styles practised by the Managers based on the theories of leadership. Hence, this Chapter explains different theories of leadership and various styles of leadership practised by the Indian Managers.

Classification of Leadership Theories:

Leadership Theories can be classified into various types by many Authors. The important theories can be classified into the following.

1. Trait Theory
2. Behavioral Theory
3. Situational Theory
4. Path – Goal Theory of leadership
5. Fielder’s Contingency Theories
6. McGregor’s Theory X and Theory Y
7. Charismatic Leadership Theory
8. Transformational Leadership Theory

**Trait Theory:**

Trait is defined as relatively enduring quality of an individual. The trait approach seeks to determine ‘what makes a successful leader’ from the leader’s own personal characters. Trait approach leadership studies are quite popular between 1930 and 1950. The method of study was to select leaders of eminence and characteristics were studied. It was the hypothesis that the persons having certain traits could be successful leaders. A number of research studies were conducted during the last 50 years. The cumulative findings of these studies conclude that some traits increase the likelihood of success as a leader, but more of the traits guarantee success.¹

Trait theories of leadership sought personality, social, physical or intellectual traits those differentiated leaders from non-leaders. Trait theorists refer the people like Mahatma Gandhi, Indira Gandhi, Margert Thatcher, Nelson Mandela, N.T. Rama Rao and describe them in terms of charismatic, enthusiastic and courageous. Thus trait theories assume that leader are born, not made. The research studies focus on personal traits or characteristics that
distinguish the leaders from the followers and a successful leader from an unsuccessful leader. The characteristics of successful leaders can be presented in the following in Exhibit III.1.

<table>
<thead>
<tr>
<th>Trait/Characteristic</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Drive</td>
<td>Desire for achievement, ambition, high energy, tenacity, initiative</td>
</tr>
<tr>
<td>Honesty and Integrity</td>
<td>Trustworthy, reliable, open</td>
</tr>
<tr>
<td>Leadership Motivation</td>
<td>Desire to exercise influence over others to reach share goals</td>
</tr>
<tr>
<td>Self-confidence</td>
<td>Trust in own abilities</td>
</tr>
<tr>
<td>Cognitive Ability</td>
<td>Intelligence, ability to integrate and interpret large amounts of information</td>
</tr>
<tr>
<td>Knowledge of the business</td>
<td>Knowledge of industry, relevant technical matters</td>
</tr>
<tr>
<td>Creativity</td>
<td>Originality</td>
</tr>
<tr>
<td>Flexibility</td>
<td>Ability to adapt to needs of followers and requirements of situation</td>
</tr>
</tbody>
</table>

A review of various research studies has been presented by Stogdill. According to him various trait theories have suggested these traits in a successful leader. The following are the major innate qualities in a successful leader as follows:

(i) Physical features  
(ii) Intelligence  
(iii) Emotional stability  
(iv) Human Relations  
(v) Empathy  
(vi) Objectivity  
(vii) Motivating skills  
(viii) Technical skills  
(ix) Communication skills  
(x) Social skills

Though all these qualities contribute to the success of leadership, but it cannot be said for certain about the relative contributions of these qualities. Moreover, it is not necessary that all these qualities are possessed by successful leader in equal quantity. The list of qualities may be only suggestive and not comprehensive.

Evaluation of Trait Theory:

The Trait theory is very simple. However, this fails to produce clear cut results. It does not consider the whole environment of leadership of which trait may be only one factor. More over, no generation can be drawn about
various traits for leadership as there were considerable variations in traits established by various researchers. Jenning as concluded, 50 years of study has failed to produce one personality trait or set of qualities that can be used to discriminate leaders and non-leaders. In brief this approach presents the following problems.

(i) There cannot be generation of traits for a successful leader. This was evident by various researches conducted on leadership traits.

(ii) No evidence has been given about the degree of various traits because people have various traits with different degrees.

(iii) There is a problem of measuring traits. Though there are various tests to measure the personality traits, however no definite conclusion can be drawn.

(iv) There have been many people with the traits specified for leader but they were not good leaders.

However, this approach gives indication that leader should have certain personal characteristics. This helps management to develop such qualities through training and development programmes.

**Behavioral Theory:**

This approach emphasises that strong leadership is the result of effective role behavior. Leadership is shown by a person's acts more than by his traits. Though trait influence acts, these are also affected by followers,
goals and the environment in which these occur. Thus there are four basic elements in this approach such as leaders, followers, goals, and environment which affect each other in determining suitable behavior. Leadership acts may be viewed in two ways. Some acts are functional (favourable) to leadership and some are dysfunctional (unfavourable). These dysfunctional acts are also important in leadership because they de-motivate employees to work together. As such a leader will not act in this way. The dysfunctional acts are inability to accept sub-ordinates’ ideas, display of emotional immaturity, poor human relations and poor communications. This approach uses three skills by a leader such as technical, human and conceptual skills to lead his followers. Technical skills refers to a person’s knowledge and proficiency, human skill is ability to interact effectively with people and to build team-work. Conceptual skills deal with the ideas and enables managers to deal successfully with abstractions, to set up models and devise plans. Behavior of a manager in a particular direction will make him good leader while opposite of this would discard him as a leader. Setting goals, motivating employees for achieving goals, raising the level of morale, building team-work effective communication etc are the functional behavior for a successful leader.  

Critical Evaluation of Behavioral Theory:

The basic difference between the trait approach and behavioral approach is that former emphasises some particular trait to the leader while
latter emphasises particular behavior by the leader. It is true that favourable
behaviour provides greater satisfaction to the followers and the person can be
recognised as a leader. However, this approach suffers from one weakness i.e.
a particular behavior at a time may be effective, while at other times may not
be effective. This means the time factor becomes a vital element, which has
not been considered here.

Situational Approach:

The prime attention in this approach is given to the situation in which
leadership is exercised. Since 1945, much emphasis in leadership research is
being given to the situations that surround the exercise of leadership. For the
first time, this approach was applied in 1920 in armed forces of Germany with
the objective to get good Generals under the different situations. Winston
Churchill was treated to be the most efficient Prime Minister during the
Second world war. However, he was flop afterwards when situation changed.
Ohio State University research has given four situational variables that effect
performance of leadership. These are:\textsuperscript{5}

(i) The cultural environment
(ii) Differences between individuals
(iii) Differences between jobs
(iv) Differences between organizations
The cultural Environment: Culture is a man made social system of belief, faith and value. Many of lives have a significant influence upon behavior and any understanding of employee’s behavior requires the understanding of culture in which he lives. Culture may interfere with rational production efficiency by requiring actions unnecessary or unrealistic from a national point of view, but necessary from culture point of view. Thus leadership should be directed to influence behavior of followers in the context of culture.

(i) Differences between individuals: Human behavior is caused by some combination of antecedent factors. Besides for any given aspect of behavior, there may be many contributing factors, not causative in nature. There are a variety of such factors which affect behavior in different ways such as aptitudes, personality characteristics, physical characteristics, interest and motivation, age, sex, experience etc. within this frame work, individuals in the leadership process may be classified as leaders and followers. The individual characters affect the leadership process. Thus some persons may perceive particular leadership style suitable while others may have different perception.

(ii) Differences between Jobs: People are performing different types of jobs in the organization. The importance of placing
individuals in jobs which they can perform at a satisfactory level stems from four different considerations such as economic, legal, personal and social. Different conditions are also influenced leadership behavior differently. It is because of the fact that demands of job almost inevitably force a leader into certain kinds of activities. Such requirements do much to set the framework within which leader must operate.

(iii) *Differences between the organizations:* Various organizations differ on the basis of their size, ownership pattern, objective, complexity, managerial pattern, organization structure leadership pattern and cultural environment etc. in different types of organizations, leadership process tends to differ. For example, in military or Government administration, leadership behavior will be different as compared to business organizations.

**Critical Analysis of Situational Approach:**

The situational theory of leadership gives the analysis how leadership behavior differs with situational variables. Thus the question, why a manager in particular situation is successful while in the other situation is unsuccessful, is answered by this theory. However, this approach is not free from certain limitations such as this theory emphasis leadership ability of an individual in a given situation, organizational factors become helpful or constraints to a great
extent to an individual leader in exercising the leadership and theory does not emphasise the process by which good leaders can be made in the organization. Thus, it puts a constraint over leadership development process.

Path-Goal Theory of Leadership: (PGT)

One of the most respected approaches to the study of leadership currently discussed is the path–goal theory developed by Robert House. The essence of the theory is that the leader’s job is to use structure, support, and rewards to create work environment that helps employees reach the organizational goals. According to this theory the leader must clarify goals for the followers and clear the path for achieving the goals. The theory is called Path-Goal because its major concern is how the leader influences the follower’s perceptions of their work goals, personal goals and paths to goal attainment. This theory suggests that a leader’s behavior is motivating or satisfying to the degree that the behavior increases follower’s goal attainment and clarifies the paths to these goals. The path goal theory is closely related to the Expectancy theory of motivation. This theory helps us in understanding and predicting effectiveness of leadership in different situations.\(^6\)

The path goal theory focuses on how leaders might influence by increasing the availability and attractiveness of rewards and by strengthening expectancies that effort can result in performance and performance in rewards.
As mentioned earlier, the path goal theory is one of the contingency models. The leader’s effectiveness, according to the path goal theory, in influencing rewards and expectancies depends on the characteristics of the environment and the characteristics of the followers. Ultimate effect of leadership behavior on motivation and satisfaction is contingent upon the characteristics of environment and of the sub-ordinates.

As figure PGT III-1 shows four kinds of leader behavior and two categories of contingency variables together, the behaviors and contingencies influence the motivation for task performance and satisfaction of employees. The four dimensions of leader behavior are directive, supportive, achievement oriented and participative. The true meaning of these dimensions as they would be reflected in actual leader behavior is analysed in behavioral theories. These four dimensions include, and go beyond the task and relationship orientations used in Fiedler’s approach. The contingency variables include sub-ordinate attributes and work setting. Important sub-ordinate attributes are locus of control and perceived ability. Characteristics of work setting include task structure, authority system and work group.
Critical Evolution of the Path-Goal Theory:

On the plus side it may be stated that the path-goal theory is an improvement over Fiedler's model in as much as the former takes into account the personality characteristics of subordinates as well as situational variables. On the minus side, it can be mentioned that it is a posthoc theory and is yet to be extensively tested.7
Fielder’s Contingency Theory:

Contingency approach of leadership states that management leadership styles that best contributes to the achievement of organizational goals might vary in different type of situations or circumstances. Fred Fiedler developed theory of leadership after having conducted extensive research on leadership for thirty years. This theory known as Contingency Theory of leadership. Fielder develop a model to predict work group effectiveness by taking into consideration the ‘fit’ or match among-(i) The leader’s style (task/relationship oriented); (ii) The leader-member relations; (iii) Task-structure; and (iv) The position power of the leader. This theory can be presented in the following figure III.2.

<table>
<thead>
<tr>
<th>Situation Characteristics</th>
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<tbody>
<tr>
<td>Leader-member Relations</td>
</tr>
<tr>
<td>Task-Structure</td>
</tr>
<tr>
<td>Position-Power</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Situational Control of Leader</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
</tr>
<tr>
<td>Moderate</td>
</tr>
<tr>
<td>Low</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Effective Leadership Style</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task-Oriented</td>
</tr>
<tr>
<td>Relationship-Oriented</td>
</tr>
<tr>
<td>Task-Oriented</td>
</tr>
</tbody>
</table>

McGregor’s Theory X and Theory Y:

Douglas McGregor classified the leadership theory under the terms of theory x and theory y in his book “The human side of enterprise”. Theory x which fits strikingly with the rational, and economic concept of the man and theory y which leads to a social self-actualizing concept of a man. McGregor’s Theory X and Theory Y is probably most widely known of all the theories, having been discussed much in text books, journals and management training programmes. It is difficult to determine whether theory X and theory Y are leadership theories or theories of motivation. We include the theories in discussion because of the assumptions a leader makes about his subordinates it should not, however be forgotten that the theories have applications for employee motivation.9

McGregor argued that traditional manager behavior was in-appropriate since it was based on some questionable assumptions about employees. Theory X has the following assumptions10.

1. Employees are inherently lazy and will avoid work unless forced to do it.
2. Employees have no ambition or desire for responsibility. They prefer to be directed or controlled
3. Employees have no motivation to achieve organizational objectives
4. Employees are only motivated by psychological and safety needs
5. Most of the employees seek security and want to avoid responsibility. Therefore they are willing to accept the direction of the managers.
Mc Gregor contended that many managerial practices were based on Theory x assumptions and pointed to such examples as hierarchical models of organizations where one person controls another or on small scale, a quality control inspector who checks on the behavior of the others. He further believed that theory X assumptions were outdated and that employees would contribute far more to the organization if a completely different set of assumptions, which he called Theory y were guiding force behind managerial behavior. Theory Y has the following assumptions:

1. Employees find work as natural as play if organizational conditions are appropriate. People appear averse to work only because their past work experiences have been unsatisfactory.
2. Employees can be motivated by higher order needs such as Ego, Autonomy and Self-actualization
3. Employees seek responsibility since it allows them to satisfy higher order needs
4. Most of the employees are willing to accept and will even seek responsibility under proper conditions
5. Most of the employees are capable of demonstrating more of both creativity and intellectual ability than they do in many organizational settings.

It is clear that the above set of assumptions has quite different implications for leadership. If it is assumed that man has the potential for development, the capacity for assuming responsibility and the readiness to direct his own behavior towards organizational goals, it follows that the
manager has to act more as a sympathiser and supporter than as a director and controller. Thus he is likely to have a democratic style with an occasional touch of laissez faire. In other words, Theory Y relies heavily on self control and self direction of an employee as opposed to the reliance on external control of his behavior in Theory X.

Modern Theories of Leadership:

The modern theories of leadership can be classified into Two types; they are:

1. Charismatic leadership theory
2. Transformational leadership theory

Charismatic Leadership Theory:

According to House, the characters of the charismatic leaders include: self-confidence, confidence in subordinates, high expectations for subordinates, ideological vision, and use of personal example. The characters of the followers of the charismatic leaders include: identification with the leader’s mission, exhibit extreme loyalty to and confidence in leader, emulate the leader’s values, behaviours and derive self-esteem from their relationship with the leader.¹²

Mahatma Gandhi’s characters of self-confidence, ideological vision and personal example made him as a charismatic leader. Mr.Dheerubhai Ambani’s character of self-confidence, Mr.Ramalinga Raju’s (of Satyam Computers) character of confidence in subordinates and high expectation for
subordinates made them charismatic leaders. These characters of Ramalinga Raju resulted in performance of the followers beyond the expectations. Similarly, Mr. Kurian’s ideological vision resulted in the success of ‘white resolution’. Dr. N.T. Rama Rao’s unconventional behaviour made as Chief Minister of Andhra Pradesh. (Exhibit III.2).

Exhibit III.2 Key Characteristics of Charismatic Leaders

1. Self-confidence. They have complete confidence in their judgment and ability.

2. A vision. This is an idealized goal that proposes a future better than the status quo. The greater the disparity between this idealized goal and the status quo, the more likely that followers will attribute extraordinary vision to the leader.

3. Ability to articulate the vision. They are able to clarify and state the vision in terms that are understandable to others. This articulation demonstrates on understanding of the follower’s needs and, hence, acts as a motivating force.

4. Strong convictions about the vision. Charismatic leaders are perceived as being strongly committed, and willing to take on high personal risk, incur high costs, and engage in self-sacrifice to achieve their vision.

5. Behaviour that is out of the ordinary. Those with charisma engage in behaviour that is perceived as being novel, unconventional, and counter to norms. When successful, these behaviours evoke surprise and admiration in followers.

6. Perceived as being a change agent. Charismatic leaders are perceived as agents of radical change rather than as caretakers of the status quo.

7. Environment sensitivity. These leaders are able to make realistic assessments of the environmental constraints and resource needed to bring about change.

Charismatic leaders, thus, lure and motivate the subordinates towards performance beyond expectations, innovations, creations, and create the work culture among the followers. Charismatic leaders tend to be portrayed as wonderful heroes. However there can also be unethical characters associated with these leaders. (Exhibit III.3). Behavioural components of charismatic and non-charismatic leaders are presented in Exhibit III.4.

<table>
<thead>
<tr>
<th>Ethical Charismatic Leader</th>
<th>Unethical Charismatic Leader</th>
</tr>
</thead>
<tbody>
<tr>
<td>* Uses power to serve others.</td>
<td>* Uses power only for personal gain or impact</td>
</tr>
<tr>
<td>* Aligns vision with followers' needs and aspiration</td>
<td>* Promoters own personal vision.</td>
</tr>
<tr>
<td>* Considers and learns from criticism.</td>
<td>* Censures critical or opposing views.</td>
</tr>
<tr>
<td>* Stimulates followers to think independently and to question the leader's view.</td>
<td>* Demands own decisions be accepted without question.</td>
</tr>
<tr>
<td>* Open, two way communication.</td>
<td>* One-way communication.</td>
</tr>
<tr>
<td>* Coaches, develops, and supports Followers; shares recognition with others.</td>
<td>* Insensitive to followers' needs.</td>
</tr>
</tbody>
</table>

### Exhibit III.4 Behavioural Components of Charismatic and Non-charismatic Leaders

<table>
<thead>
<tr>
<th></th>
<th>Non-charismatic Leader</th>
<th>Charismatic Leader</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Relation to Status Quo</strong></td>
<td>Essentially agrees with status quo and strives to maintain it.</td>
<td>Essentially opposed to status quo and strives to change it.</td>
</tr>
<tr>
<td><strong>Future Goal</strong></td>
<td>Goal not too discrepant from status quo.</td>
<td>Idealized vision which is highly discrepant from status quo</td>
</tr>
<tr>
<td><strong>Likableness</strong></td>
<td>Shared perspective makes him-her likable.</td>
<td>Shared perspective and idealized vision makes him/her a likable and honourable hero worthy of identification and imitation.</td>
</tr>
<tr>
<td><strong>Trustworthiness</strong></td>
<td>Disinterested advocacy in persuasion attempts.</td>
<td>Disinterested advocacy by incurring great personal Risk and cost.</td>
</tr>
<tr>
<td><strong>Expertise</strong></td>
<td>Expert in using available means to achieve goals within the framework of the existing order.</td>
<td>Expert in using unconventional means to transcend the existing order.</td>
</tr>
<tr>
<td><strong>Behaviour</strong></td>
<td>Conventional, conforming to existing norms.</td>
<td>Unconventional or counter-normative.</td>
</tr>
<tr>
<td><strong>Environmental Sensitivity</strong></td>
<td>Low need for environmental sensitivity to maintain status quo.</td>
<td>High need for environmental sensitivity for changing the status quo.</td>
</tr>
<tr>
<td><strong>Articulation</strong></td>
<td>Weak articulation of goals and motivation to lead.</td>
<td>Strong articulation of future vision and motivation to lead.</td>
</tr>
<tr>
<td><strong>Power Base</strong></td>
<td>Position power and personal power (based on reward, expertise, and liking for a friend who is a similar other).</td>
<td>Personal power (based on expertise, respect, and admiration for a unique hero).</td>
</tr>
<tr>
<td><strong>Leader-Follower</strong></td>
<td>Egalitarian, consensus seeking, or directive. Nudges or orders people to share his/her views.</td>
<td>Elitist, entrepreneur, and exemplary. Transforms people to the radical changes advocated.</td>
</tr>
</tbody>
</table>

*Source: Richard M. Hodgetts, Organisational Behaviour, p.234.*
Transformational Leadership Theory:

Mr. Nair of Roorkela Steel Plant of SAIL, Mr. G. Subba Rao of Andhra Pradesh Paper Mills Limited, and Mr. Krishna Kumar of Tata Tea and Prof. M. Rama Mohana Rao of Indian Institute of Management, Bangalore transformed their organizations from loss-making/less performed into highly profit making/highly performed companies/organizations. Mr. Anji Reddy of Dr. Reddy Labs made his company as one of the leading Pharmaceutical companies with R & D base.

Transformational leadership theory conceptualizes such developments.

Two types of political leadership viz., transactional and transformational are identified. Transactional leadership involves an exchange relationship between leaders and followers. Whereas, transformational leadership is based on leaders' shifting the values, beliefs and needs of the followers. The characteristics of transformational leaders include identify themselves as a change agents, courageous, believe in people, value driven, lifelong learners, have the ability to deal with complexity and visionaries. Exhibit III.5 presents the characteristics of transactional and transformational leaders.
### Exhibit III.5 Characteristics of Transactional and Transformational Leaders

#### Transactional Leader

**Contingent Reward**: Contracts exchange of rewards for effort, promises rewards for good performance, recognizes accomplishments.

**Management by Exception (active)**: Watches and searches for deviations from rules and standards, takes corrective action.

**Management by Exception (Passive)**: Intervenes only if standards are not met.

**Laissez-Faire**: Abdicates responsibilities, avoids making decisions.

#### Transformational Leader

**Charisma**: Provides vision and sense of mission, instills pride, gains respect and trust.

**Inspiration**: Communicates high expectations, uses symbols to focus efforts, expresses important purposes in simple ways.

**Intellectual Stimulation**: Promotes intelligence, rationality, and careful problem solving.

**Individualized Consideration**: Gives personal attention, treats each employee individually, coaches, advises.

Leadership Styles of Indian Managers

Leadership styles are the patterns of behaviour used by the leader in influencing the behaviour of his subordinates in the organizational context. The styles practiced by leader may be positive or negative. These pattern are different from one leader to another leader. The patterns are also different from manager to manager. Managers are followed various styles in influencing the followers to do the work basing on the situation and attitudes, belief, values of people in the organization. The pattern is also depending upon the leader’s role and his objectives. The patterns, which are followed by leaders also depends up on the nature of leader and organisation structure. Various researchers have proposed different leadership styles based on the different theories and these can be classified as given below.¹⁴

- Styles based on the behavioural theories.
- Situational Theories
- Modern theories

Styles Based on the behavioural Theories

- Power orientation
- Leadership as a continuum
- Employee production orientation
- Likert’s management system
- Managerial grid
- Tri-dimensional grid
Styles Based on situational Theories
- Fiedher’s contingency model
- Hursey and Blanchard’s structural model.
- Path goal model.

Styles based modern theories
- Envisioning
- Energizing
- Enabling

Styles based on Behavioural Theories:

Power Orientation: Leadership styles are classified into three types based on the power orientation. These styles are based on the power and authority used by leader in influencing the behaviour of his subordinates. These can be analysed as given below:

Autocratic Leadership Styles:

This style is also called as authoritarian or directing leadership style. Autocratic is defined as manager centered decision making power in himself. He prepares the rules and regulations for the employees what they have to do or follow. Followers should do the work according to the guidelines and directions given by the leader. Here leader may be negative because followers are insecured and afraid of the leaders authority. There are three categories of autocratic leaders. They are 1. Strict Autocratic, 2. Benevolent Autocratic, 3. Incompetent Autocratic.
1. **Strict Autocratic:**

   Leader or Manager follows autocratic leadership styles in a very strict way. Method of influencing the behaviour of the subordinates is through negative motivation. Penalties and punishments imposed by the leaders through this approach.

2. **Benevolent Autocratic:**

   In this approach, leader also centralize the decision making power, but his motivational style is positive. Some degree of participation may be allowed based on the situation. He can be effective in getting efficiency in many situations. Some people may be willing to work under strong authoritative structure followed by the leader. Thus this style may be provided satisfaction through the positive motivation.

3. **Incompetent Autocratic:**

   Sometimes leaders may adopt autocratic styles just to hide their incompetence. Other styles may be exposed before the subordinates. However, incompetent autocratic leadership styles cannot be used for long time to achieve the long run objectives of the organization.

**Advantages of Autocratic Leadership Styles:**

- Most of the subordinates may be preferred to work under the strict rules, regulations and strict discipline. Hence they get satisfaction from this style.
- This style provides strong motivation and rewards to a manager.
- This style also permits the manager to take immediate decisions by the single person/Manager.
- Less competent subordinates also have scope to work effectively and efficiently under the strict conditions.

Disadvantages of Autocratic Leadership styles:
- Most of the people in the organization dislike strict rules and regulations without having proper motivation.
- Subordinates lack of motivations, frustrations, low morale and conflict develop in organization jeopardising the organisational efficiency.
- Autocratic leadership style cannot help the subordinator to develop the leadership skills based the more dependence and less individuality in organisation.

Participative Leadership Styles:

This style is also known as Democratic, consultative or ideographic. A participation is defined as mental and emotional involvement of people to contribute the goals and share responsibility among the group members. A participative manager takes decisions based on the consultation and participation of his subordinates. Suggestions and ideas given by subordinates, manager can achieve the objectives of the individuals and organization. There is positive motivation of employees working in the group. Employee also increase the morale and job satisfaction through the leader's participation.
approach. The participation is either real or pseudo. There are various advantages in real participative style of leadership. These are as follows.¹⁵

- The participative styles is highly motivating technique to employees based on the preference given for the suggestions and ideas of employees.
- This style also helps to increase the productivity of employees basing on their whole hearted involvement.
- There is a scope for sharing of responsibilities between the leader and followers ultimates help the followers to develop leadership skills.
- This style provides organisational stability by raising morale and favourable attitude of employee in the working environment.

This approach is suitable for organisational success based on the effective participation, suggestions programmes and multiple management. However this style has some limitations which are as follows.

- Some of the employees may not able to understand the complex nature of organisation, structure and rigid policies etc. Here participation is not meaningful. Some people in organisation want minimum interaction with their managers or superiors or leaders. Thus participation techniques is discouraging for them instead of encouraging.

**Free Rein:**

This styles is also called as Laissez-Faire technique. It means giving complete freedom to employee/ leader once determines policies, programmes,
plans and limitations for action and entire process is left to subordinates to perform everything. Leader nominally elected or appointed in this approach. Every one can take decisions and implements the policies according to opinions and ideas. This type of style is suitable for some situations. This will help the subordinates to develop their leadership qualities and skills. This style is not practised in business organisations and institutions because people cannot be controlled and manager participation or contribution is almost nil.

Leadership as a Continuum:

Tannebaum and Schmidt identified a broad range of styles on a continuum moving from authoritarian leadership behaviour to free rein behaviour. In fact these styles all variety of patterns used by leader based the autocratic and free rein. This style can be presented in Fig. III.3. The figure presents a range of leadership behaviour used by the management. These styles represent the degree of authority used by leader and degree of freedom enjoyed by this subordinates. The left side shows that the manager controls people and right side shows that manager has given full freedom to his subordinates.16
Employee-Production Orientation:

A study was conducted by survey research centre at the university of Michigan, USA. This research was made to study the leadership behaviour by locating clusters of characteristics, which are related to each other and various indicators of effectiveness. This study identified two concepts such as the employee orientation and production orientation. This is called Employee –
production oriented style. The employee orientation stressed the relationship aspect of employee's job. This style is similar to the democratic style. On the other hand, production orientation emphasized production and technical aspects of jobs and employees for accomplishing the tasks. This is similar to the authoritarian style of leadership behaviour.

At the same time, another study was conducted by the Bureau of Research at Ohio State University to identify the various dimensions of leader behaviour. This study identified two dimensions such as initiative structure and consideration. The research studies concluded that these two are separate dimensions. Initiative structure refers to patterns, methods, and procedures determined by the leader, while the other hand consideration refers to friendship and mutual trust between the leader and members. This is similar to the participative styles of leadership. This can be presented in Figure III.4.

**Figure III.4. The Ohio State leadership Dimensions**

<table>
<thead>
<tr>
<th>High Consideration and Low Structure</th>
<th>High Structure and High Consideration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low Structure and Low Consideration</td>
<td>High Structure and Low Consideration</td>
</tr>
</tbody>
</table>

**Source:** Present Study
Managerial Grid:

This is also called as leadership grid. This is one of the well known leadership styles developed by Blake and Mouton. It consists of two factors such as task oriented and relation oriented behaviour. This style is related to concern for people and concern for production, concern people includes the degree of personal commitment, maintaining self esteem of workers, responsibility, interpersonal relationship etc., towards goal achievement. Concern for production means the attitude of supervisor / leader, quality of decisions, work efficiency, volume of output, quality of staff services etc. The managerial grid has identified five styles based on two factors. This can be presented in the fig. III.5.

1. The style 1.1 is impoverished management – low concern for both people and production. This is similar to Laissez faire leadership style.

2. This style 1.9 is country club management – high concern for employees, but low concern for production.

3. The style 9.1 is task oriented – high concern for production and low concern for employees.

4. The style 5.5 is middle of the road of Management both production and employees concern medium which mean intermediate stage.

5. The style 9.9 is team management – both production and employees are the highest concern. This is similar to democratic style. Blake and Montan strongly argued that 9.9 styles is effective leadership style. Hence management may be used this style for effective goal attainment.
### Figure III.5: The Managerial Grid Style

<table>
<thead>
<tr>
<th>1.9 (Country Club)</th>
<th>(Team 9.9)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thoughtful attention to needs of people leads to a friendly and comfortable organization atmosphere and work tempo.</td>
<td>Work accomplished in from committed people with interdependence through a common stake in organizations purpose and with trust and respect.</td>
</tr>
</tbody>
</table>

**Adequate performance through balance of work 5.5 (Middle Road) Requirements and Maintaining satisfactory morale**

| Exertion of minimum effort is required to get work done and sustain organization morale. 1.1 (Impoverished) | Efficiency results for arranging work in such a way that human elements have little effect. (Task) 9.1 |


**Likert's Management System:**

Rensis Likert and his associates have studied the patterns and styles of managers for the decades at University of Michigan, USA. They have developed some important concepts and approaches to understand the behaviour of leadership. He has presented a continuum of four systems. He has selected seven variables of different management systems, such as leadership, motivation, communication, interaction influence, decision making process, goal setting and control process. Likert's four systems may be selected to autocratic, Benevolent autocratic participative and democratic styles. This study has presented in
## Exhibit III.6: Likert’s systems of management leadership

<table>
<thead>
<tr>
<th>Leadership variable</th>
<th>System 1</th>
<th>System 2</th>
<th>System 3</th>
<th>System 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust and confidence in subordinates</td>
<td>Has no trust and confidence in subordinates</td>
<td>Has condescending confidence and trust in subordinates, such as master has to a servant</td>
<td>Substantial but not complete confidence and trust; still wishes to keep control of decisions</td>
<td>Complete confidence and trust in all matters</td>
</tr>
<tr>
<td>Subordinates’ feeling of freedom</td>
<td>Subordinates do not feel at all free to discuss things about the job with their superior</td>
<td>Subordinate do not feel very free to discuss things about job with their superior</td>
<td>Subordinates feel rather free to discuss things about the job with their superior</td>
<td>Subordinates feel completely free to discuss things about the job with their superior</td>
</tr>
<tr>
<td>Superior seeking involvement with subordinates</td>
<td>Seldom gets ideas and opinion of subordinates in solving job problems</td>
<td>Sometimes gets ideas and opinions of subordinates in solving job problems.</td>
<td>Usually get ideas and opinions and usually tries to make constructive use of them.</td>
<td>Always gets ideas and opinion and always tries to make constructive use of them</td>
</tr>
</tbody>
</table>

Tridimensional:

This style was identified by W.J. Reddin. He has presented three dimensions such as task orientation, relationship orientation and effectiveness. Reddin has integrated the concept of leadership styles with the situational demand of a specific environment. This style is also called 3 dimensional grid or 3D management. This style is used by leaders a combination of task orientation and result orientation. Task orientation is characterized by planning, organizing and controlling. Relationship orientation is characterized by mutual trust, respect for subordinates ideas and suggestions. Leader is used for basic styles which they represent four basic types of behaviour. Each of these styles has a less effective as well as more effective equivalent. Thus the four basic styles result into eight styles. These eight styles result from the eight possible combinations of task orientation, relationship orientation and effectiveness. This can be presented in figures III.6, III.7 and III.8. Each of these styles has a less effective as well as more effective equivalent.

Figure III.6: Task and relationship orientation.

<table>
<thead>
<tr>
<th>Relationship Orientation</th>
<th>Task Orientation</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>Related</td>
</tr>
<tr>
<td>Low</td>
<td>Integrated</td>
</tr>
<tr>
<td>Low</td>
<td>separated</td>
</tr>
<tr>
<td></td>
<td>Dedicated</td>
</tr>
</tbody>
</table>

Source: Present Study.
**Figure III.7: Tridimensional grid**

More effective styles

<table>
<thead>
<tr>
<th>Developer</th>
<th>Executive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bureaucrat</td>
<td>Benevolent autocrat</td>
</tr>
</tbody>
</table>

Basic styles

<table>
<thead>
<tr>
<th>Related</th>
<th>Integrated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Separated</td>
<td>Dedicated</td>
</tr>
</tbody>
</table>

Less effective styles

<table>
<thead>
<tr>
<th>Missionary</th>
<th>Compromiser</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deserter</td>
<td>Autocrat</td>
</tr>
</tbody>
</table>

Source: Present Study

**Figure III.8: More and less effective styles**

<table>
<thead>
<tr>
<th>Basic style</th>
<th>Less effective style</th>
<th>More effective style</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integrated</td>
<td>Compromiser</td>
<td>Executive</td>
</tr>
<tr>
<td>Dedicated</td>
<td>Autocrat</td>
<td>Benevolent autocrat</td>
</tr>
<tr>
<td>Related</td>
<td>Missionary</td>
<td>Developer</td>
</tr>
<tr>
<td>Separated</td>
<td>Deserter</td>
<td>Bureaucrat</td>
</tr>
</tbody>
</table>

Source: Present Study
Styles Based on Situational Theories:

Fiedler’s Contingency Style: Fiedler has identified leadership styles on two dimensions such as task directed and Human relations oriented. Task-directed styles is primarily concerned with the achievement of the task performance. Human relations style is concerned with achieving good interpersonal relations and achieving personal position. Fiedler used two types of scores to measure the style adopted by a leader. They are least preferred coworker end scores on assumed similarly between opposites. Rating on least preferred coworker in based on liking and disliking of an individuals and measured on sixteen items such as pleasant-unpleasant, accepting, rejecting, trendy, untrendy and so on. Fiedler also identified three critical dimensions of a leader’s most effective style. They are leader’s position power, task structure and leader member relations. This can be presented in figure III.9.

Figure III.9: Fiedler’s Contingency Styles

<table>
<thead>
<tr>
<th>Situational Control of Leader</th>
<th>Effective Leadership Style</th>
</tr>
</thead>
<tbody>
<tr>
<td>Moderate</td>
<td>Task Oriented</td>
</tr>
<tr>
<td>Low</td>
<td>Relationship Oriented</td>
</tr>
</tbody>
</table>

Source: Present Study
Hersey-Blanchard’s Situational Model:

Paul Hersey and Kennett H. Blanchard have classified the leadership into four categories based on the combination of relationship behaviour and task behaviour. Relationship behaviour is socio-emotional support provided by the leader. Task behaviour in the amount of guidance and direction provided the leader. They have identified four styles based on two dimensions which can be presented in fig III.10

Fig.III.10: Hersey Blanchard’s Situational Model

<table>
<thead>
<tr>
<th>High relationship and low task</th>
<th>High relationship and high task</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low relationship and low risk</td>
<td>Low relationship and high task</td>
</tr>
<tr>
<td>Low</td>
<td>High</td>
</tr>
</tbody>
</table>

Source: Present Study

Combination of leadership styles with maturity:

There are four leadership styles, each being appropriate to specific level of maturity. They are Selling, Telling, Participating and delegating. The four styles of leadership is presented in fig III.11.

1) **Telling style**: This is high task, low relationship style. It is effective when followers are at a very low level of maturity.
2) **Selling style:** This is high task high relationship style it is effective when followers are on the low side of maturity.

3) **Participative style:** This is low task, high relationship style it is effective when followers are on the high side of maturity.

4) **Delegating Style:** This is low task low relationship style. It is effective when followers are at a very high level of maturity.

**Figure III.11:** Hersey-Blanchard’s Situational Style

**Path Goal Leadership Styles:**

Robert House and his association have studied the Path Goal styles of leadership based on the path goal theory was developed Evansin 1957. They have identified the four styles based on the situation they are directive, supportive participative and achievement orientation. These styles are based on the two situational variables – characteristics of subordinates and work environment. These can be analysed below. Various situational variables and styles have been presented in Exhibit III.7.

**Directive:** The leader gives subordinates specific orders and makes it clear what is expected of them; his focus is on planning, organizing, coordinating and controlling the activities of the subordinates.

**Supportive:** The leader shows friendly behaviour to the employees; he shows his concern for their needs and welfare; creates pleasant organizational climate.

**Participative:** The leader makes the decisions with active participation of the employees; shares information with them and seeks suggestions from them.

**Achievement-oriented:** The leader sets challenging goals, seeks improvement of performance by displaying confidence in the abilities of the subordinates.
### Exhibit III.7: Path Goal Leadership Style Variables

<table>
<thead>
<tr>
<th>Leadership styles</th>
<th>Situations in which appropriate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Directive</td>
<td>Positive effect on satisfaction and expectancies of subordinates working on unstructured task.</td>
</tr>
<tr>
<td>Supportive</td>
<td>Positive effect on satisfaction of subordinates working on dissatisfying, stressful or frustrating task.</td>
</tr>
<tr>
<td>Participative</td>
<td>Positive effect on satisfaction of subordinates who are ego-involved with non-repetitive task.</td>
</tr>
<tr>
<td>Achievement oriented</td>
<td>Positive effect on the confidence that the efforts will lead to effective performance of subordinates working on ambiguous and non-repetitive task.</td>
</tr>
</tbody>
</table>

Source: Present Study

### Figure III.12: Path Goal Leadership Style

These styles are also presented in the below given figure III.12.

#### LEADERSHIP STYLE
- Directive
- Supportive
- Achievement-Oriented
- Participative

#### SITUATIONAL FACTORS
- Subordinates Attributes
  - Abilities
  - Internal or External
- Work Setting Attributes
  - Task
  - Formal Authority
  - Primary Work Group

#### OUTCOMES
- Job Satisfaction
- Acceptance of Leader
- Motivational Behaviour
  - Expectancy That:
    1. Effort will lead to Performance
    2. Performance will lead to valued rewards.

Styles Based on Modern Theories:

Mr. Kulkarni of Larsen and Tourbo leads Company with clear vision. He has been emphasized an quality, comprehensive outlook. Perfect ness in work, creation and diversification into related areas. He sets high goals by consulting the managers, employees and followers of the company. He has encouraged and motivated the employees for working efficiently and effectively.

Modern leaders generally use high technology and competitive organisations exhibit inspirational style with vision and perform the work effectively. They do the light things these styles are based on the charismatic and transformational theories. These styles can be classified into three types they are: Envisioning, Energising and Enabling. These can be presented as follows.

Envisioning: This style includes creating a picture of the future or a desired future state with which people can identity. Envisaging generates excitement. Thus this style emphasizes on articulating a compelling vision and setting high goals and expectations.

Energizing: The leader in this style directs the generating of energy, the motivation to act among the organizational employees. This style is also includes demonstrating personal excitement and confidence seeking, finding and using success.
Enabling: The leader helps the followers psychologically to act or perform in the face of challenging goals this styles including empowering, expressing personal support and empathizing.

The Effective Leadership Styles of Indian Managers:

Most of the Indian managers are generally believed autocratic style with limited degree of participation to their subordinates. Subordinates are closely supervised and appreciated by the Managers based on the situations. Sometimes employees are considered for the participation to maintain the cordial relations and to create positive motivation to do the work effectively and efficiently. Various research studies have been conducted so far as leadership effectiveness. The review of various research studies failed to give generalized result. The findings are sometimes contradictory which indicates the absence of clear-cut managerial behaviour and direction. They reflect a lack of managerial conviction and values. Since, managerial styles are determined by various factors such as forces in superiors, subordinates and situations it is unlikely to expect the uniform leadership style. From this point of view, Indian work organizations all classified into 3 types and which all having different features and consequently followed different styles. They are classified as below.

1. Professionally managed Indian organizations and foreign owned organizations.
2. Family managed traditional organizations.
3. Public sector organizations
Manager working in family-managed traditional organizations; they follow autocratic style. Today sons and great grandsons of the entrepreneurs are automatically promoted without having minimum educational background and knowledge etc. These people are involved by inheritance or management by chromosomes without any consideration to efficiency and suitability. They are highly centralized in their organizational structure and authorization in their approach.

Most of the family managed organizations are managed by head of the family members. They have attitude of highly patternalistic oriented the same patternalistic attitude can be developed in influencing their employees in the organizations. At the initial stage, authoritarian style is more suitable for these organizations which are followed. This style has inherited by successors with appreciable change or modification. On the other side, there are many private sector organised and owned by Indians or multinationals. They have attitude of consideration and participative to encourage their employees. The manager working in private sectors generally used practical participative style or democratic style. Managers are applied modern technique in using their styles to motivate the employees based on the modern approach of management. Thus there is a greater participation of employees in such organizations.

The third category organizations are in public sector. The present study is also related to public sector Manager at the different levels and areas.
At the initial state most of the public sector organisations were managed by
Civil servants who brought bureaucratic culture with their people. Entire
organisational process all governed by bureaucratic approach. This is against
to participative style. Recent years it has been change to participative approach
based on changes made by government in the economic structure, and global
competitive world.

The Right Style:

What is the right and appropriate style for Indian manager is a difficult
question to be answered. There are numerous variables, which are to be
affected on leadership style. Thus what is the effective style for manager, may
not equally appropriate to others. The style is followed based on the situations
and important variables in the context are superiors and subordinates. The
analysis of the different variables through some light upon the adoption of the
right and appropriate style.

Indian Society:

Indian society is consider as traditional one power and authority is an
important characteristic of the society and it is highly considered Indian
society is based on 3 important aspects such as joint family, caste system,
ritualism. In a Joint family elders are having the authority and responsibilities.
Respect for power and authority is followed by the family members from the
beginning the childhood. Head of the family member exercises the authority on the entire family members. This respect for authority spreads through every type of social system including working organisations similarly, caste system is also emphasised so much which creates conflicts among the different castes besides, there are many rituals in the Indian society which reduce the anxiety like other given way of doing things provided by tradition and society. Rituals help the people for smooth functioning of an organisation and also reduce the tension and anxiety.

There are many changes in social attitudes and cultural life of the people based on the industrialisation. Manager has to identify the rituals, which are developed by the society based on the situations. Thus participative style is more suitable basing on the changing business environment, and changing situations.

**Indian Managers:**

There is no uniformity in the attitude; personality, educational qualifications and experiences of Indian Managers. Most of the top managers are also just literates along with the fully qualified professional manager. The former group of managers are all self-developed and self-contained. As such they present very little scope for participation on the other hand young professions have applied more interdependence and integrated approach.
Hence they are generally followed more democratic approach. The satisfaction of such managerial class depends upon the degree of responsibility and trust. Based on the survey some available research data on the values systems of Indian managers, researcher has been identified the following characteristics. Most of the Indian Managers show autocratic style of management.  

- Indian managers evaluate higher status positions more positively.  
- Most of the Indian managers have ethics and morals to accomplish a task.  
- Indian managers have been feeling powerless to influence political decision making.  
- Indian managers have sense of dependence on external environments.

Considering the above different variables, the effective leadership style is participative. It is to general description to be a practical use in both Private and Public Enterprises. The participative leadership style attaches high importance to bot work and people. This style improves job satisfaction and morale of employees. This style helps in gaining services from a more satisfied and cohesive group. In fact, no manager can perform effectively over an extended period of time without some degree of employees participation. Some times Authoritarian leadership style is also effective in case of firms using mass production technology such as autos, foods and clothing etc, Here the product is standardized and market for the product also exists. Th leader has to apply unity of command for efficient operation of duties and
responsibilities of his workers but this is not suitable in all situations. Finally, the researcher can conclude that most of the profit making public and private enterprises in our country, have been following the participate leadership styles for better results. Thus participates style is more effective it is considerable for the success of an enterprise objectives. Most of the reputed and enlightened company's have been following participative style.

Most of the highest profit making public and private sector in Indian have been following participated leadership style. Authoritarian or autocratic style in practiced by some of the company's based on the situation. They may be only 10 to 20 per cent. Thus most of the managers, rear about 90% follow participative style. However it should not be taken granted in all circumstances. This may be changed based the future changes in the work culture and its environment. The styles followed by some of the professional Indian managers and top industrialists have been presented in exhibits III.7, III.8 and III.9.
Exhibit III.8: Leadership styles of some industrialists and chief executives:

Dhirubhai Ambani, Chairman of Reliance: First generation entrepreneur but has built the largest company in the private sector, believes in entrepreneurial style with propensity to high risk taking, creative, innovative, keeps watch on the environment continuously, a great collector of managerial talents.

Ratan Tata, Chief Tata group: inherited large industrial empire, believes in consolidation though is not very creative, delegates authority to the lowest possible levels, has democratic temperament.

Keki Dadiseth, former Chairman of Hindustan Lever: highly professional, believes in consolidation, averse to taking big risks, a number-cruncher by temperament, 'how to attract and maintain talents' is always on top of his mind.

Rahul Bajaj, Chairman of Bajaj auto: inherited industrial group, further developed and consolidated, quite friendly and philosophical approach, always making sure for level-playing field, can't take things lying down, slightly resistant to change.

N.R. Narayana Murthy, Chairman of Infosys Technologies: great computer technocrat turned as industrialist, believes in simple living and high thinking, supporter of middle class culture, is not ever satisfied, constantly aspires for more, believes in doing great things but takes care of others, highly creative and innovative.

People used to think of a manager as the person who knew the domain better than others. The relationship between a manager and his team was that of a superior and his subordinates. But in today's organization, can you find, for instance, someone who has 15 years of experience on the Net?

Today, a manager's role is increasingly becoming that of an enabler and facilitator. The organization is now a network where the manager focuses on providing an environment where people can have fun and excel at whatever they do. An environment where people can invent and be innovative.

It comes to the same thing finally: technology will keep changing. Hence, the roles people play will also keep changing. And the success of an organization will depend on people: people who have the drive; people who have that X-factor that makes them different. Everyone can create a strategic plan; few can implement one.

For a manager to be successful in today's world, first, he should be prepared to do things himself. Two, he should always be willing to listen to his people. Three, he should be open to ideas that he is not comfortable with. And, finally, a manager must realize that his success is dependent on the performance of individuals.

To some extent, it is important for a manager to be a good leader. When you are a facilitator, you are a catalyst. But, at the same time, you need to have conviction too. You can't just not add value to your team. Someone once said: "A leader is a dispenser of hope, whereas a manager is a dispenser of caution." In today's world, since we are dealing with things hitherto unknown, the word hope carries a lot of weight. To that extent, leadership is a must. Inspiration will not arise from caution.

Exhibit III.10: Leadership development at Wipro:

The main business of Wipro is information technology which is a knowledge-based industry. Wipro has about 9000 employees with majority of them being IT professionals. The company relies on filling the higher-level positions through promotions. Therefore, it emphasises on developing people for these positions. The importance given to leadership development at Wipro can be gauged by the statement given by its CEO, Azeem Premji, "creating leaders has a personal pay-off."

That is what Wipro does through is development programmes known as Wipro Leaders Programme (WLP). Through WLPs which started in 1988, leaders are developed with seven qualities: vision, high energy, aggressive commitment, ownership, self-confidence, commitment to excellence, and building star performers and teams. Each year, about 30-50 middle-management employees are chosen to take part in this week-long programme, which starts off with the Chairman outlining his vision for the group. This gives participants a sense of focus.

This is followed by what is called 'outward bound' training where the group is packed off to a camp on the outskirts of Bangalore. Physical limits are tested at this level, with the seemingly shy ones emerging as quiet but dependable leaders. The togetherness of two-day camp brings people from different departments close, and team spirit is enhanced. Back in Bangalore, there are mind-exercises, meditation, introspection and group efforts to solve imaginary problems in creative ways. Efforts are made to:

1. Create awareness and understanding of Wipro Leaders' (WL) qualities.
2. Inculcate the relevance and significance of WL qualities.
3. Enable participants to assess their current status vis-a-vis WL qualities; and
4. provides inputs to guide participants for continuous development in WL qualities.

WLPs have been able to develop personnel in the company and many participants have reached the level of chief executive in their business units.

References:


10) Ibid p.341


13) Ibid.p.317.


19) Likert, OP Cit.47.


