

Leadership and Management: Theories & Function in Modern Era

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Abstract— Managers are the people to whom this management task is assigned, and it is generally thought that they achieve the desired goals through the key functions of planning and budgeting, organizing and staffing, problem solving and controlling. Leaders on the other hand set a direction, align people, motivate and inspire (Kotter, 2001). Other researchers consider that a leader has soul, the passion and the creativity while a manager has the mind, the rational and the persistence. A leader is flexible, innovative, inspiring, courageous and independent and at the same time a manager is consulting, analytical, deliberate, authoritative and stabilizing. These aspiration goals that move the organization are not truly effective without the accumulation of followers (and their engagement). Having these organic followers is another key distinction between manager and followers. Alberto Silva of Keiser University recently defined this organic follower aspect of leadership the following way, “Leadership is the process of interactive influence that occurs when, in a given context, some people accept someone as their leader to achieve common goals.”

Index Terms— Leadership and Management Different with Function & models

INTRODUCTION

Leadership can be stated as the ability to influence others. We may also define leadership as the process of directing and influencing people so that they will strive willingly and enthusiastically towards the achievement of group objectives.

Mintzberg (1973) developed a list of ten managerial roles to be observed in his study of executives. The ten roles account for all of management activities, and each activity can be explained in terms of at least one role, although many activities involve more than one role. Three roles deal with the interpersonal behaviour of managers (leader, liaison, and figurehead); three roles deal with information-processing behaviour (monitor, disseminator, and

spokesman) and four roles deal with decision making behaviour (entrepreneur, conflict solver, resource allocator, and negotiator). Based on the finding of his research, Mintzberg (1973) reached the conclusion that the roles of a manager are largely predetermined by the nature of the managerial position, but that managers do have flexibility in the way each role is interpreted and enacted.

Management and leadership deliver different outcomes. Management produces stability, predictability, order, and efficiency. Good management therefore helps the organization consistently achieve short-term results and meets the expectations of various stakeholders. Leadership, on the other hand, leads to change, often to a dramatic degree. Leadership means questioning and challenging the status quo, so that outdated or unproductive norms can be replaced to meet new challenges. Good leadership can lead to extremely valuable change, such as new products or services that gain new customers or expand markets.

LEADERSHIP PRACTICES IN JAPAN, INDIA, USA AND CHINA

Though there are several theories of leadership emphasizing the leadership styles and interactive behaviour of leadership and followership styles, leadership is significantly influenced by the culture and other factors, which are peculiar to a particular country. Thus, it is viewed that leadership practices vary from country to country. Now, we study the leadership practices in Japan, India, the USA and China.

1. Leadership in Japan:

Leaders in Japan are like elders in the family as well as society. They adopt paternalistic leadership style and take care of the welfare of the subordinates as the leaders view the subordinates as children. Leaders

become the part of the group and work along with other members of the group. Leaders set common values for the group and create conducive work and social environment to work in a collaborative environment.

Leaders in Japan avoid face-to-face confrontation and prefer to solve all the problems in compromise/ give and take approach. Leaders understand the followers' needs and provide various facilities to meet them, even before the followers realise them. Leaders influence the subordinates indirectly and through peer pressure rather than using autocratic approach. Leader maintains relationship with followers not only at workplace but also in the society and therefore exerts influence on a continuous basis. Thus organisational, social and private lives are integrated. Leaders provide adequate opportunity to the followers to express their opinions and ideas as and when necessary. In fact leaders use face-to-face and oral communication rather than written communication and impersonal one.

2. Leadership in India:

Leaders in India mix the autocratic and participative styles. They prefer to follow autocratic styles, if organisational and other environmental influences are absent. They follow democratic and participative styles in social environments. So, sometimes employees prefer to present the official issues in social settings in order to force the leaders to be in participative/democratic styles.

The traditional and cultural factors in India force the leaders to follow participative styles. Leaders influenced much by social and family factors take care of the needs of employees and their family members even beyond the financial issues. In addition, leaders in bureaucratic set ups make decisions on their own and push them down for implementation and they follow collaborative approach in social set ups.

In fact, competition due to globalisation and information technology changed the leadership styles in India. Leaders today follow more of collaborative approach and team leadership rather than autocratic approach.

3. Leadership in USA:

Leaders in USA mostly follow the impersonal approach. In other words, they don't take the followers' views into consideration. They push down their views and directions for implementation. They believe that leaders have to directive and strict in approach. In other word they have to follow autocratic approach. They follow individualistic approach. This is mostly due to the influence of western culture.

Therefore, it would be rather difficult for the leaders to build teams and infuse collaborative approach at workplace. In addition leaders don't understand the followers and their needs. The relation between the leader and the follower is more of formal. Leaders don't mix the work life with social and private life. Therefore, privacy assumes top most importance in USA unlike in India and Japan. Leader makes organizational decisions as he/she has the prerogative to do so and the followers implement them, as it is their responsibility. Thus, leader-follower relation in USA is mostly formal.

4. Leadership in China:

Leader in China mostly resembles that of USA, in the sense that it is formal. Leaders as the head of a unit make the decisions and the followers as subordinates in bureaucratic organization simply follow them. Leaders as administrators of a bureaucratic organization follow the rules and are responsible to their bosses rather than to customers. In other word, they don't take customer needs into consideration. However, leaders in China like their counterparts in Japan avoid face-to-face confrontations.

DIFFERENT LEADERSHIP PRINCIPLES AND THEORIES

Healthcare systems are made up of numerous professional groups and departments with competing goals and constraints that often lead to inefficiencies when it comes to obtaining goals and an overall strategy. This is where leadership comes into play. Through leadership, the organization can utilities the diversity of the organization and efficiently work to properly manage processes and teams to maintain a common organizational goal.

Servant Leadership

Servant leadership is the theory that suggests that in order to lead, one must first be a servant. A servant leader knows that through emotional intelligence there is a better chance of encouraging passion in others. Servant leaders exhibit immense amounts of care for others, have the ability to set good examples for others to follow, provide a standard set of ethics that are never put into question and hold an immense drive to support others.

The core values that makes servant leadership such a great fit for healthcare systems are as follows -

1. **Prioritize Service:** Servant leaders strive to serve the most vulnerable first. Much like that of a triage nurse that determines those that need immediate attention, servant leaders will look to prioritize resources towards those issues that need the greatest need first.
2. **Share Power:** By nature, servant leaders want their followers to assume leadership responsibilities when appropriate. With servant leaders, decision making is shared and each individual feel like they have a voice that is treated equally.
3. **Demonstrate Care:** In this core value, the leader strives to show empathetic interest. Of course, having empathy is especially crucial in the healthcare industry.
4. **Develop Others:** A servant leader really measures success by developing others. Through empowerment, the follower often stakes on more ownership and provides additional activities and outcomes.

TRANSFORMATIONAL LEADERSHIP

While transactional leadership is more in alignment with manager styles of measuring supervision and process, transformational leadership theory emphasizes that people work more effectively if they believe in the mission of the organization. Transformational theory requires leaders to communicate the vision in a meaningful way that not only creates motivation but also a sense of empowerment in the follower. Typically, transformational leadership is a byproduct of a healthy relationship between the leader and the follower. The core factors of a healthy relationship follow these four elements: trust, mutual respect, support and communication (Manion, 2011).

1. **Trust:** In this element, the leader must learn and implement the virtues of trust. This means that not only is the follower trusting the leader, but the leader trusts the follower. As the relationship grows and each participant understands that they can be a trustor and a trustee at times, the relationship creates a bond that allows calculated risk and reward to occur (Green, 2012).

2. **Mutual Respect:** This element covers the power of humbleness. When a leader and follower relationship incorporate mutual respect, the follower feels no recourse for communicating adverse news, incentivize learning on both sides of the relationship, and finally implement the need for discipline as a mechanism for producing leadership, either in a transformational state or shared leadership state.

COLLABORATION/META LEADERSHIP THEORY

Collaborative/Meta leadership involves communicating information to coworkers and associated organizations to allow them to make their own informed decisions. This approach creates strategies that enhance dialogue between multiple stakeholders, the sharing of knowledge and experience and the overall simplification of the healthcare organization structure. Of course, levels of responsibility will prevail and need to be engaged with this leadership process, but the overall engagement at every level will lead to quicker adaptiveness and agility with the ever-changing demands of the healthcare organization.

According to a recent Harvard study there are five main elements of Meta Leadership (Marcus, 2009):

1. **The person behind the leadership.** This means that the leader of the group needs to have a good understanding of their impact and a high emotional intelligence so they can effectively collaborate with others at different levels within the organization.
2. **Understanding the issue at hand.** This element is reflective in the sense of identifying the issue at hand, the amount of evidence available to understand the issue and how to navigate the different needs/wants of different levels of the organization.
3. **Leading your core followers.** This element discusses the necessity of having a core competency of certain skills within the organization. Through a trusted group of followers (typically in this case the

main department the leader oversees), the meta leader can have consensus built and leverage that when rolling out larger solutions with other groups not under the direct leadership of the meta leader.

SHARED LEADERSHIP THEORY

The principles of shared leadership work through empowering staff/team members to make decisions on processes within the confines of their work. This chance to develop new strategies has proven to be a great way to increase morale and satisfaction. Of course, this increased morale and satisfaction cannot be sustained without efficient teamwork that leverages efficiencies that align with the values of the team. Through shared leadership, the group and organization can obtain improved patient results.

According to Voss Graham, there are seven key factors that need to exist for Shared Leadership to exist:

1. A common goal: By creating a goal there is meaning and purpose. If you do not have a goal, productivity and focus drop. The group also runs the risk of someone else assigning the goal and not having the right version of value.
2. Respect for everyone: Diverse thought is a key piece of what each individual brings to the group. By incorporating diverse thought and incentivizing where appropriate, the unity of the group increases. When the unity increases there is a larger opportunity to pledge to a larger purpose.
3. Trust in each other: Trust connects everyone to the larger group. When there is a lack of trust, factors like fear of failure, low self-esteem and an over reliance upon rules and laws become commonplace.

IMPORTANT FUNCTIONS OF MANAGERIAL LEADERSHIP

1. Formulating Objectives:

One of the functions of leadership is to formulate objectives and policies and to lead his men in a purposeful direction.

2. Representing the Undertaking:

The leader should represent the undertaking and its purpose both to those working for it and to the outside world.

3. Initiating Action:

A leader must recognize the need for action. He should initiate measures for promoting the interests of the enterprise. A leader must thus have creative abilities and the courage to follow through his plans.

4. Motivating and Guiding Personnel:

Leadership should guide, inspire and direct group members for achieving organizational goals. It infuses a 'will to-do' into the group and stimulates subordinates to contribute greatly to the organizational objectives by paying increasing attention to their needs for recognition, emotional security, etc.

5. Influencing and Inspiring Followers:

Leadership persuades the group to have an identity of interest, outlook and action. It provides imagination, foresight, enthusiasm and initiative to the group.

6. Accomplishes Work and Develops the Follower:

A leader knows the individual characteristics of key followers and what qualities will secure their most efficient performance. A leader seeks to cultivate the emotional nature of the followers realizing that power comes from dedication and not merely from knowledge.

7. Allowing Participative Management:

In business, a leader creates, a good work environment, by inviting suggestions from, subordinates as how to do the work better, what improvements in working conditions can be made, etc. The leader takes into account his follower's opinions before making decisions.

8. Understanding Subordinates and Building Confidence:

He not only influences his subordinates but also is influenced by their problems and feelings. He should display sympathy and concern, should listen patiently and find solutions. Only then will he win the confidence of his subordinates and secure their willing cooperation.

9. Developing Voluntary Co-Operation:

He must develop voluntary cooperation and voluntary discipline. When employee-wants are reasonably satisfied and they have full confidence in their leaders, voluntary cooperation and self-imposed discipline can easily be developed.

In the words of Koontz and O'Donnell, "the function of leadership is to induce or persuade all subordinates or followers to contribute willingly to organizational goals in accordance with their maximum capability".

CONCLUSION

Leader-follower and situations interaction should be taken into account to attain the organisational goals rather than mere leadership styles. One may agree to this but he faces the problem of integration of these three variables. There may not be specific and readymade answer to this question but the problem can be minimized when the follower and leader adopt to their style based on the situational requirements. Both leadership and management are concerned with providing direction for the organization, but there are differences. Management focuses on establishing detailed plans and schedules for achieving specific results and then allocating resources to accomplish the plan. Leadership calls for creating a compelling vision of the future and developing farsighted strategies for producing the changes needed to achieve that vision. Whereas management calls for keeping an eye on the bottom line and short-term results, leadership entails keeping an eye on the horizon and the long-term future.

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