

Public Organization and Management
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Lecture – 41
Effective Leadership in Public Organizations – I

Hello dear learners, I hope you all are doing well and referring to the materials in the content and following the content that has been covered so far. Just to remind you that I am discussing the theme 3 in the course and the theme 3 included the discussion on module number 7 to 9. I have started discussion on this theme by initiating the discussions on module number seven, which was motivating individuals in the public sector organizations, management of people in the public sector organization. Then I discussed about module number eight, where I have discussed about the aspects of public service motivation, important work-related attitudes and positive organizational behavior, surviving and thriving in public sector. I am going to conclude this theme with today's session, this week's sessions on effective leadership in public organization. It is very interesting topic, not only of the importance of one particular field, but the various fields have looked at this aspect from various perspective, being it management, in terms of psychology, organizational behavior, sociology, psychology, philosophy.

So various subject disciplines it has gained attention from this particular leadership topic. So I am going to discuss about various leadership topics in general and of course in the light of public sector context that what works in the context of different organizations and what the theory and the research has to offer in terms of research insights into the aspect of leadership that is what is the focus of this particular module on effective leadership in public organizations. So let me first of all give you the broad agenda that what you can expect from the discussions on this particular module. So, first of all, I will start talking about the concept of leadership in general, not specific to any public or private sector context.

I will try to give you the very broad understanding of the concept of leadership and then I will tell you, discuss about the roles of leaders and there are certain kind of discussions that we have to do in order to understand much more about the concept of leadership. I will also talk about a very debatable topic of the differences or similarities between leadership and management. So, I will talk about some of the issues related to or the aspects related to the differences and similarities between leadership and management. Then, we will briefly review the theories of leadership which are broadly categorized under three broad approaches, our trait approaches, behavioral approaches and contingencies or situational approaches. There will be also discussion on two interesting case studies that we are going to take up in this particular module.

One is the case study of transformation of school education in the state of Andhra Pradesh. we will look at the change that happened and the role of effective leadership in that particular case. Another case that we are going to look at is the transformation of Bank of Baroda and I am going to talk about the leadership style of Dr. Anil Khandelwal. So in both the cases, the context is of public sector, government and public sector organization and we are going to see that how the case studies are related to the theoretical concepts that I am going to talk about in this particular session.

Apart from this, the focus will also be on understanding the leadership particularly in the public context wherein we will talk about the research on integrated leadership. We'll try to understand the administrative context and how it impacts the role of the leader in terms of differentiation within public and private sector as far as context is concerned and how the behavior and the roles of leaders also differentiate in this aspect. Also, we will talk about the types of leadership and their impact on organizational culture. We are going to broadly talk about two leadership styles in terms of transformational and transactional and how they are going to impact the culture of the organization. And I'm going to conclude the discussions in this module by talking about developing effective working relationships.

Now, since the topic is so broad, the contents of the topic, this particular module have been designed by following the textbooks, various textbooks, papers, research papers, and the articles So I'm going to give you a lot of references to prepare well for these concepts really well. So wherever I have given the references, large number of references which I have used, you will find them on the slides here. Okay, let us first of all look at the very basic understanding of the meaning of leadership. What is leadership? Since it is largely talked about or highly researched topic in the field of management, organizational behavior, psychology and others, what is the basic meaning of the term, the concept of leadership? So, as per the definition proposed by Hughes, Ginnet and Curphey in the text titled Leadership Enhancing the Lessons of Experience, they define leadership as a complex phenomenon involving the leader, the followers and the situation. It's not that this is the only definition but to start with just to set the context right for this module I'm going to focus on leadership as a complex phenomenon and why we're talking about complex phenomenon i will tell you about a little more detail when we you know progress further with the discussion so in simple terms they say that it's a complex phenomenon which involves the leader followers and the situation right so this particular uh definition they have proposed because they have talked about the you know a framework which they called as an Interactional framework and they have proposed this framework of by getting inspirational from the work of Holland and Fred Fiedler.

So, of course, we will look into the contributions of Fred Fiedler also. So, Fred Fiedler was one of the earlier researchers who talked about the impact of situation. And the followers and how leadership they come together to define the leadership as a process. So by taking inspiration and guide from the work of Fiedler and the work of Holland; Hughes, Ginnet and Curphey, they have proposed something which is called as an Interactional Framework as they called it. Now what is this Interactional Framework? So let's say that, to the equation of leadership, if we look at the concept of leadership as a process, there are three important elements. Now, what are these three important elements? On one side, they said there are leaders. On one side, they said there are leaders. and Other side, there are followers. See, because leaders are there because there are followers. And then there is situation.

Please follow the definition and say that leadership is a complex phenomenon involving the leader, the follower and the situation. This is the definition proposed by Hughes, Ginnet, and Curphy. Now what does that mean? Why it is called as a complex phenomenon? We say that to the equation of the leadership when we say we have leaders, leaders they have their own personality, their own behavioral temperaments, their own value systems, they have own their power sources so different things are there with the leaders. Their personality is different, their behavioral temperament, their value system, the kind of power resources they have, of course, their position and so many factors. Similarly, followers also have their own, personality.

In terms of, we can talk about ability or we can say competence. Their power it can be in terms of their competence or of course again their values their behaviors are also important. If you look at individually leaders individually followers individually and situation and then there are situational components we can talk about the context let's say one situation component can be public versus private sector organization working environment work environment and kind of stakeholders, what kind of work you are doing, especially in the public sector organization, if you look at, there are multiple stakeholders that you have to deal with. Now, we can look at these three important parts of the equations individually in terms of what leaders are, what followers and what situations are. But according to the authors and Interactional Framework, they say that the leadership effectiveness it's actually depend upon the interactions that happens between these three pillars, leaders, followers and situation, depending upon how the situational components, followers, abilities, the personalities and leaders, the personalities, values, they interact with each other to take care of the situation in hand.

So that's what is going to make the leadership process much more effective. now why it is a complex phenomenon why we say it is a complex phenomenon because there are a large number of factors if you see they work in defining the you know the effectiveness of the leadership it's a complex phenomenon because let's say if we only talk about leaders only talk about followers and situation and we don't talk about the situational

interactions, interactions between them. So, we are not thinking about in the sense that how these components will interact with each other in producing the outcomes. For example, in different kind of situation, with different kind of leaders and different kind of followers, if this group of people, they were very outcome focused and they have achieved success in terms of goal accomplishment and the process of good. Let's say if you change the situational component and keep the leaders and followers same, is it the same kind of work is going to, you know, also lead to, succession there? It is no guarantee.

There is no guarantee. That is why we also say because of a lot of complexity that how situation changes, how followers come up with their own aspect related to personality, power, value, the leader's own behaviors, their own power sources and position, all these kind of things, what happened is it keep on changing. For example, the same kind of leader, if they put in the different kind of situation, can we guarantee that they will be equally successful as far as they were before? So, there is no guarantee to this. That's why we do not have something called as absolute answers in terms of what is going to work in terms of leadership in the organization right because the context of the organizations is different the followers are different the leaders are different the kind of business the organization is into it is going to be different let's look at the an example of public versus private sector organization. So when we look at the public sector organization you see that in terms of situation there are a lot of factors which impact the functioning of the organization.

There are political the agencies there are political leaders there is a lot of authority influence there are multiple stakeholders, there are multiple expectations. So, this particular situational component is going to then change the way the interactions are happening within the organization as far as leaders, followers and situations are concerned. Because they have to then make some kind of adjustment depending upon what the situations demand from that particular equation. So what is going to work in this situation versus what is going to work in private sector organization where situation is of the business and they have to tap the market and there are continuous changes happening in the environment so they have to bring up more business and bring into new products and services and how leadership that you know the followers interaction takes place is going to be different. So we are not going to cannot be you know able to fully say that what is going to happen, in terms of success in one particular situation can also be equally successful in the other situation also.

So, that is why we say that leadership is more of a complex phenomenon. So, we do not have very absolute and clear-cut answers about what kind of leadership will be effective in what kind of situations because these interactions will further decide what kind of leadership will be So, we cannot have the real answers in terms of what is going to work in different kinds of situation. If you change leader, if you change a leader of a private

sector organization, pick a leader from private sector organization if he has been successful. If you put that leader into situation of public sector organization, there is no guarantee that they will be equally successful. So because it is about how the interactions how the leaders will be more flexible understanding or you know in terms of taking care of these interactions because it depends upon number of factors leaders alone cannot do things right they depend upon followers and of course there are situational factors so how they will make use of all these important aspects that's what is the you know conclusion of the interactional framework and that's what they have tried to define the definition of leadership as a complex phenomenon that you know involve the leaders followers and situations.

So I hope the discussion is clear now that whenever we are going to talk about the theoretical aspect and going to review what is going to work in the, we'll trace the evolution of leadership theories. We'll say that why the trace is from one particular way of looking at leadership to the contemporary way of looking at leadership in this particular context. So, let us first of all see some of the more way of understanding leadership in the literature how it is being said. Number of researchers, a large number of studies have been published and different authors have tried to explain the leadership in different ways. In fact, the text of Hughes, Ginnet, and Curphy also mentioned different ways in which leadership has been understood.

For example, some of the researchers they explain the leadership as something to do with the development of interpersonal relationships. We are trying to understand the meaning of the leadership from different research perspective. So, some people they said that it is more of interpersonal relationship. With whom the relationships are, it is the interpersonal relationship between leaders and followers and the relationship is such that there is a willingness among the followers to comply with what leader says. There is a willingness that leaders, the followers want to comply with the request or what they want the followers to do.

There is no concept of force or coercion there. So, if something is force, we cannot say it is influence. So, leadership important, term which is usually used used in the definition of leadership is influence. So, influence is more to do with willingness. So, I am not forced to follow the leader, but I am willing to follow the leader because of the interpersonal relationships. The focus of leadership is on developing the interpersonal relationships wherein leader develop the relationship with the follower and followers then they are more willing so there is an influence the followers get influenced by the leader and there is no force this one way of looking at the definition of the leadership another is some of the authors they talked about leadership in terms of giving directions or coordinating the work of people. That's another way of looking at the definition of leadership direction and the coordination of the work by people. There's another way of looking at it. Another thing is to say that this is a process. This is the process in which

leaders do what they influence whom followers for accomplishment of goals that's another definition of very simple definition of you know the leadership which is prescribed in literature now we'll see that there are different ways in which leadership has been defined in the research and these are some of the ways you know in terms of interpersonal relationships in terms of direction and coordinating the work of the followers, in terms of process of influencing the followers towards the accomplishment of goals.

And in this process, when you leader do all these things, influencing, developing relationships, influencing people, they have to play multiple roles. That also is the idea of how we are going to build on the content, understanding the roles of the leader. in general and roles of the leader in the context of the public sector organization. So, that's how we are going to develop further on the understanding of the concepts of leadership as we go. Now, as now you have understood the definition of leadership, we are going to continue with looking at what a leader does.

What a leader does? Who is a leader? What he does? What kind of role that person plays? In simple terms, the literature says that a leader is someone who engages and empowers others in achieving a common goal. So there is no force. There is always a lot of engagement, focus on relationship building. By the way of that, the followers are then willingly putting in efforts to do what the organizational leader wants them to perform in the role because the entire thing is focusing on achievement of the common goals by the organization. There are certain kind of points too that we need to ponder, you know, in terms of roles of leaders we look at because that becomes easy.

If you understand what kind of roles leaders play, it will be easy to talk about the aspects related to can leaders be trained. Can we have the mechanism in the organization where we can focus on developing leadership abilities? So What are the characteristics of effective and ineffective leaders? Can we have a differentiation there? you know Or also in terms of processes, what are the differences between leadership and management in terms of differences and similarities we need to look into? So before going further, we are going to look into some of these aspects and then we will build further on the theoretical frameworks which are there in the literature. Let us look at what role leaders they play. What are the roles that the leaders play? And then we are going to look at the important skills in terms of training leaders and I'll also pick up the debate on something to do with whether leaders are born or they are made once we get clarity on this. So let's look at in general what are the roles of the leaders.

What kind of roles these people play? First of all, the leaders, some of the roles I have written over here. Leaders, they help in creation of the supportive environment because they lead the performance effort. so the role is to create supportive environment to put in systems in place where people would uh you know want to perform willingly so

supportive environment you know in terms of providing resources in terms of guidance coaching reducing the level of risk removing the obstacles for the people so all these are the you know some of the components of the supportive environment which is role of the leader to lead to the performance right because leaders cannot do everything by themselves so they of course need support of other people in the organization to achieve the organizational goals and also they provide direction they motivate people and they generate resources and most important thing if you look at the role of the leaders in terms of you look at vision right they prepare organizations for change. They prepare organization for change. They want to take organization from one stage to the another state.

Means In terms of growth, in terms of looking into the future, they want to take the organization from one stage to the another stage. So When we talk about the case of transformation of Bank of Baroda and we talk about the contributions of Dr. Anil Khandelwal, we will talk about in detail how leaders prepare organization for change process, towards for the better, outcomes, achievement of goals, growth and so forth. Also, they help organization cope with the change process. So, change is, you know, difficult, it is complex.

So, leaders also help organization deal with the change process. now considering now we have already talked about some of the roles that leaders play right what do you think about the qualities and skills that they need to learn or develop in order to be much more effective so now we have talked about the roles we know that what kind of role some of the roles that they play so in that way can we now talk about some of the skills because of which we can say that whether these people uh if they give training on this kind of skill set they can become effective leader this is also a debate right people some people in the research they say that leaders are born especially if you look at the earliest approaches to leadership their focus was on that there are innate qualities in the people which makes them leader and it differentiate them from ineffective ones but there are others say that no it's because of these learning experiences in the social context with the experiences that have that's what makes a leader So some researchers say that none of this is true. Some say that it is about how leaders, they make use of opportunities. People make use of opportunities with the innate talents that they have and then they make use of those opportunities to make the situation in favor and become more effective. So, it is not about whether they are born with it or they have the experiences and that's how it become effective.

It says how they are making use of, you know, we talked about the concept of interactions, how somebody's personality traits, somebody's behavior, somebody's intellect, they actually interact with the situational components and make the situation much more effective, right? So, it says that we say, we have already talked about a leader emerge. Situations, a component come together in such a way that people who will take

that kind of opportunity to make the situation in favor of them and work and then the leaders emerge. That's another way of looking at it. So, before discussing about what kind of skills I want you to think of some of the skills that you think of that leaders can be trained on and keep discussing about all those skills that you think are important because I'm going to talk about all those skills in my next session and in that I have given you time to think about it and start you're writing about the skills that you think are important for leaders to learn so that they become effective leaders so i'll stop here i will continue with the discussion on the important skills required for leaders to be effective and if these are there can they be trained