

1: Group Dynamics: it's characteristics, stages, types and other Details | Management

Leadership styles can be grouped into eight different categories, all built on a leader's imagination, creativity, strategies, confidence, and personal boundaries. And, the characteristics of being a dynamic and effective leader are based on their individual strengths, ambition, persistence, and behavioral courage.

When a good dynamic exists within a group working toward a common goal, each individual member will perform effectively and achieve goals set by the group. Poor group dynamics can adversely affect performance, leading to a negative outcome on the common goal or project. Many variables contribute to a good work dynamic. Below are 4 key points to understanding group dynamics, and how to create and maintain a positive, productive dynamic in any group. Strong leadership is important within a group. This does not mean that a manager needs to bully or strong-arm the team to maintain control. A leader should guide the development of the group and the path to the goal that needs to be reached. He or she can do this by defining specific roles and responsibilities for members of the group, as well as a timeline for the common project so members can understand the place of their role within the timeline. Recognize how personalities affect team dynamics. Obviously each person working within a group brings to that group his or her own individual personality and skill set. This can also provide an opportunity for managers to note any gaps in experience or behavior that need to be filled with additional team members in order for the group to successfully accomplish its goal. Along with members who contribute positively to the group, there may also be those whose behavior, attitude, or work style negatively affects the dynamics of the overall group. Some may be obvious- an aggressive personality dominating and bullying other group members, or a distracting person who is constantly off-task. Some disruptive roles may be less easy to pinpoint, but can have an adverse effect on group dynamics as well. A manager who recognizes and reacts quickly to these roles can influence the dynamic of the group in positive ways. A dominating or distracting member of the group may benefit from a separate conversation with the manager, addressing expectations of roles within the group. If each member of the group sees his or her contribution as valuable and accountable to the larger group, then social loafing is less likely to occur among group members. Understand the life cycle of a group. The way a group comes together as one can be demonstrated in 5 steps: Forming- The coming together of a group. Storming- Members of the group seek out like-minded members. At this stage, conflicts between different sub-groups may arise. Norming- Members become invested in the group as a whole and the common goal of the group. Performing - The Members of the group now function as a whole, contributing to complete the task within the standards that have been defined in the previous steps. Adjourning- if the group has formed to meet a specific goal, then the group will disband after the completion of the task and any subsequent needed evaluation. Consideration of where the group is within this cycle can provide perspective to all members of the group as they move through it. Many methods of communication may be used within groups working toward a common business goal. It is imperative for all members of a group to fully understand and utilize the chosen methods of communication. Additionally, the manager of the group should assure that all members can effectively communicate needed information to the group. This could require additional training on programs, or assistance in clearly presenting information so all members have the benefit of full understanding of information. Learn more about our online degree programs. Download Brochure Get More Information. X This will only take a moment.

2: Managerial Leadership - Leader Qualities - Leadership Theories

LEADERSHIP TRAITS, BEHAVIORS, AND STYLES Case Assignment. One of the most surprising recent success stories in the corporate world is the rapid turnaround of Chrysler under the leadership of CEO Sergio Marchionne. Chrysler went bankrupt during the automotive industry crisis and n.

Hence, this is clearly part of the objective function and not a goal. Other examples are less clear with the objective function dimension worded so that it is a candidate goal as well. Goals normally form a network because we believe based on our theories about how the world works that achieving some goals is necessary or helpful in achieving some other goals. This cascades down into goals like "Write specification document by the end of next week. For example, there might be definitions for "mission", "vision", "values", "goals", "objectives", "targets", "tasks", and "actions". It is also common to try to distinguish "what" from "how". In practice it is difficult to make these distinctions work and also difficult to form the various types of goal into strict hierarchies. That is why I suggest calling everything a goal and modeling the system of goals as a network in which we recognise causal links between goals. It is simpler and more general. Furthermore, since Dynamic Management holds that all goals are subject to uncertainty and revision there is no need to distinguish between different goals and set some aside as fixed. Imagine you are on a project to launch a new product into a consumer market. The product is a fizzy drink in a can. The question is how to launch it for maximum impact and profit. An initial workshop identifies and values 9 things which would be valuable about the outcome of the launch, and 23 things that would also be valuable and which would tend to cause the desired effects on the original 9 dimensions. For example, "strong advertising" is likely to be a causal factor for "high initial trial" and "high brand awareness". The thinking so far has clarified the objective function i. The next stage is to come up with a list of elements for the launch plan, which will of course be more limited than the items in the objective function, but guided by them. The more valuable ideas in the objective function have more chance of having a counterpart in the launch plan. The launch plan is, in effect, part of the set of goals for the launch. You may think these sound more like actions than goals, but the items on your launch plan do not have detail behind them, so they are no more than goals to be satisfied by more detailed planning. Typically, the objective function is more important than the goals. Our ideas about what will happen in future and how our actions can affect that depend on information we acquire about what the situation is now, and on models usually very informal and even intuitive about how the world works. These models are very often in the form of cause and effect networks, and these are often the inspiration for our networks of goals. The value of a plan is dependent on two times. Firstly, the time up to which costs and benefits are considered sunk. Normally, this is chosen to be "now" but there are exceptions and of course "now" is changing all the time. Secondly, the evaluation needs to use the objective function, world view, forecasts, and so on that we held or will hold at a particular point in time. These two times could be called the Present Time and the View Time respectively. More subtly, risk in formal models implies a situation in which we know everything relevant about some future event except for some residual doubt that we simply cannot eliminate by further research and therefore model using the concepts of randomness and probabilities. Uncertainty includes situations like this, but also situations where we could reduce the uncertainty by more research i. Uncertainty is a much more useful term and the one used in Dynamic Management. Monitoring and updating on news - not dates: Dynamic Management is different because monitoring is done to update views and so it is done on receipt of significant news. A key technique in Dynamic Management is monitoring for new information which might be done continuously, frequently and regularly, or at variable frequency depending on circumstances and responding by reviewing thinking immediately on receipt of news rather than at some regular interval. Where there is a risk of failing to update frequently enough one could set a maximum interval between update meetings. Revising objective functions, goals, plans, forecasts etc frequently based on all information acquired to date could lead to unstable goals if done badly. This is because of a well known weakness in human reasoning, which is the failure to combine new evidence with old evidence. Our tendency is to forget existing evidence and be influenced entirely by the new evidence, if we believe it. There are also some situations

where "feed forward" is unstable, leading to oscillating behaviour that amplifies out of control. We want to minimise the shock of changing goal systems and forecasts. No management process of analysis is useful if there are no effective responses you can take to the situation analysed. Fortunately, there is an armory of powerful techniques available for managing uncertainty, including uncertainty about goals. These range from simple thought processes jotted on the back of an old envelope to sophisticated computer modeling and decision making techniques. Skill at Dynamic Management lies in applying general principles more and more effectively in particular situations and fields where you manage. You need to build up familiarity with the issues and techniques applicable in particular fields and types of situation. A lot has already been learned about uncertainty management in medicine, finance, and large construction and IT projects. There are also problem situations that come up in different fields but have very similar characteristics. The boy meets girl situation has a lot in common with other situations where persuasion is important. Each faces uncertainty about the feelings of the other, and tries to resolve that by probing for information without giving too much away. Both try to avoid provoking a decision from the other until they are sure they have made a good impression and the decision will go in their favour. On the other hand, wait a little longer, live with the uncertainty a bit longer, and the result is more likely to be "Yes". Certain projects that involve difficult problem solving often follow a particular pattern. At the start, progress is slower than expected with people seeming to waste time on dead ends. As time begins to run out progress starts to accelerate as people learn more about the problem and possible solutions. In the last few percent of the project time a vast amount is resolved and completed because people have learned from their earlier mistakes and the confusion has cleared. It is important to ensure that people really are learning effectively in the earlier stages if acceleration is to happen later. Five examples of Dynamic Management Examples of recognised management methods that resemble Dynamic Management are surprisingly rare. However, I have found five examples, most of which happen to be from the world of IT. Active Benefits Realisation For many years a controversy has raged between those who believe computers have been a great benefit to the world and to businesses and those who point to the actual statistics which usually show none. Faced with the problem that an IT project is as likely to have a negative effect on an organisation as a positive effect it was only a matter of time before someone coined the phrase "benefits management" and offered it to the world for a price as the answer. Then you need Benefits Management. Case studies of actual IT projects consistently show that this is rarely fulfilled other than by sheer fluke. The fact is that the benefits emerge over time. Dynamic Systems Development Method In the s many software developers realised that many projects were failures because the system delivered was no longer the system that was actually needed, even if it met the original requirements perfectly. It was also realised that doing a series of incremental developments, each of which provided something useful, even if it was not the full and final answer, was more useful and less risky than a single, longer development project. The main objective of the method is different from the "waterfall" approach more common at the time. Instead of attempting to deliver a system that meets the original, given requirements, DSDM aims to deliver a system that meets the actual requirements at the time the system comes into operation. Dramatic improvements in productivity and success rate are claimed for DSDM which is promoted by a non-profit organisation , though these are not available in all types of project as DSDM concentrates on systems where the user interface is important. According to Tom Gilb, Hewlett-Packard has used it in at least eight divisions since , with the main benefit being the ability to get early, well-informed feedback from users at an early stage and respond to it. The aim is to deliver the most useful increments first, where possible. However, this is not the same as Incremental Delivery, which means delivering small slices of the original requirements. Evolutionary Delivery allows for requirements to change as a result of changes and discoveries during the project. Detailed plans are drawn up for the next increment only, but there are still outline plans and architectures for other increments even though these will probably change. According to Gilb, the main difficulty for organisations adopting this is getting used to thinking of incremental ways to deliver. However, once people get used to thinking about the value their "customer" might get from the project they can see how deliveries other than what might have been asked for initially would be useful. Gilb gives a number of guidelines for identifying suitable increments, including: Look for things that will be useful to the customer in some way, however small. Do not focus on

the design ideas themselves, especially when thinking of the first, small increments. Do not be afraid to use temporary "scaffolding" designs, as they can still deliver value and provide practical learning opportunities. If you help your customer in practice, now, where they need it you will be forgiven many mistakes. Getting practical experience helps you understand things better. Do early deliveries to cooperative, mature, local parts of the organisation. When something is going to take a long time, whatever you do, start it early and do other things while you wait to keep up the momentum of useful deliveries. If you are developing something to work with a new system when it is delivered, consider if you can deliver the same thing earlier to help with the old system and learn before the new system comes along. Talk to real customers or end users as they are a good source of ideas for things that can be delivered as increments. In those rare cases where tiny increments cannot be found, Evolutionary Management resorts to the more familiar risk management techniques of insurance, contracting risk to others, sticking with established technology, and so on. This is long term planning that recognises the difficulties of forecasting and tries to build in flexibility in the plan, and adjust the plan according to events that occur. It is like playing chess, in that the planner thinks many moves ahead, but only commits to one at a time, and adjusts the game plan to events as they unfold. An important aspect of Dynamic Strategic Planning is the attention paid to the interests and powers of major stakeholders, though this does not appear to be explicitly linked with the problem of anticipating possible changes to goals as the project unfolds.

Beyond Budgeting A very exciting development is probably best known as "Beyond Budgeting". The story starts in Sweden in where Svenske Handelsbanken abandoned budgetary control in favour of new methods. The man behind this, Dr Jan Wallander, later wrote about what he did and the book was published in Swedish. However, the rest of the world paid little attention. The BBRT, led by Robin Fraser, Jeremy Hope, and Dr Peter Bunce, was set up in January initially to research alternatives to budgeting by visiting companies who had successfully replaced budgets with something better. The research was sponsored by companies interested in improving their own management methods and the results were shared among BBRT members. The BBRT is now moving into a new phase of helping companies implement the Beyond Budgeting management model that resulted from their research. The Beyond Budgeting management model is still being refined as new cases are examined and new thinking emerges, but the model is already well developed with various published articles, papers, and case studies available. In February a book is due to be published that deserves to be a big step forward. One way the Beyond Budgeting has been refined is that it has moved from apparently just recognising the flaws of budgetary control to recognising the limitations of all systems of management control that work by negative feedback loops i.

3: ESN Training Solutions – Leadership and Management, Asia Pacific, Europe, US, Middle East

Comment: May show signs of moderate wear, scuffs, bends, creases, small tears, and or yellowing/ spotting from age. May contains writing and or highlights. May be missing dust jacket.

By Paul Fein Through using past business experiences, learning activities, and personal self-discoveries, all leaders have developed their own capabilities, behaviors, and personalities to lead. They all have different styles of leadership, different ways of demonstrating passion and commitment, and diverse ways of driving their personal presence within an organization. Their skills and characteristics are clearly situational and may vary based on the challenges that they are facing daily. Yet, several styles and performance leadership competencies are common across all leaders. And truly successful leaders have learned to be flexible and balance their primary leadership style with secondary styles. And, the characteristics of being a dynamic and effective leader are based on their individual strengths, ambition, persistence, and behavioral courage. Leaders have preferred leadership styles, yet are able to move to a different style based on the situation and challenges. So, the selected style is driven by acquired attributes and comfort, and by the real world that the leader is operating within, specific to their organization.

Pacesetter, Autocratic Style These leaders have high standards for themselves and others, and a focus on high-speed achievement. They are very achievement-oriented, action-driven, and focused primarily on results. Their support teams need to be self-motivated, self-directed, and skilled. Innovation may be squelched, especially when the leader seeks little input from others. The task-oriented autocrat can destroy commitment and erode the trust of followers. Yet, this leader is also a pacesetter who can be a nice, decent individual, even though quick results take precedence over morale.

Democratic, Participative Style These leaders collaborate on decisions, and focus on inspiring commitment to action. They are consensus builders that gain genuine participation along with engaging discussions. They encourage everyone to practice consultative participation and to own their decision consequences. Relationships are enhanced by the democratic leader by gaining input and opinions from all team members. Rapid actions may not always be an outcome, yet the collaborative and supportive behaviors help build inspiration and drive commitment.

People-Focused, Affiliative Style These leaders value harmony and emotions, and have a strong focus on people and relationships. They establish positive relationships based on loyalty and trust, as well as open sharing of ideas and valued feedback. People come first for these leaders, enhancing emotional bonds and strong feelings of belonging. Team harmony, a high level of tolerance, and true empathy all help drive performance and a people-focused work environment.

Authoritative, Command and Control Style These leaders are task-oriented and enthusiastic about a common vision, and have a strong focus on policies and procedures. They can be autocratic, yet are always enthusiastic about a common vision and specific goals. They can be seen as extremely controlling on decision making and even somewhat dictatorial in nature. These leaders are clearly more tell-oriented and inflexible, and a driver of their own ideas and choices. Team members may not believe their leader fully trusts them, and their creativity can get stifled. Poor listening and leadership dominance defines this command and control style. Unfortunately, there can be a division between autocratic leaders and their followers.

Excellence Focused, Coercive Style These leaders are demanding and top-down, and focus on driving solutions during crisis periods. They are also tell-oriented and expect immediate compliance with defined expectations. Success is critical to these leaders, yet they often alienate those with contrary opinions. A lack of flexibility and a strong focus on perfection can make these coercive leaders rule by fear.

Innovative, Transformational Style These leaders drive creativity and a dynamic vision, and focus on unlocking tangible values as the foundation for the organization. They are very forward-looking, addressing challenges and taking risks. There is a high commitment and level of optimism to creative ideas and pursuing them with purpose. Improving changes within the organization and management helps improve relationships and products.

Charismatic, Persuasive Influencer Style These leaders are passionate about success, and focus on encouraging risk-taking that can affect outcomes. These leaders are strong influencers of team members and have high levels of energy and enthusiasm for their roles. By walking-the-talk with integrity and honesty, they are modeling strong behaviors of commitment. Charismatic

leaders motivate and inspire, building positive cultures and outstanding work environments. There is a high level of morale along with ownership and accountability. These leaders have the charm and persuasiveness to build unwavering commitment to positive change and transformational actions. Coaching, Development-Oriented Style These leaders are self-aware and full of empathy, and focus on developing employees and colleagues for the future. They are very learning and development-oriented, implementing changes and helping individuals grow and learn. They recognize talent and cultivate new skills. As coaching leaders, they are good active listeners and able to encourage different approaches to problem solving. Development leaders build strong and engaging teams, based on a foundation of self-awareness. Leadership is a dynamic process. All engagements, connections, and relationships are based on the challenges and specific situations that a leader needs to address. But primary leadership styles are the drivers, with secondary styles serving as backup. Above all, effective leadership is always based on critical competencies and capabilities—the ability to manage change, build relationships, inspire others, maintain agility, and build decisive strategic perspectives. More on this Topic.

4: Dynamics of Leadership - Oxford Management

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People may underestimate the importance of society and group memberships on their lives. Whilst people sometimes undertake solo journeys yet by and large much of our experiences of life involves being engaged with others and groups. Within an organization we do find number of groups. Individuals joining groups is a reality – may be formal or informal groups. People work in groups quite frequently and in many different areas of their life. The managers need to understand Group Dynamics that can enable managers to adopt the right approach of interacting with them. What is Group Dynamics? Group dynamics deals with the attitudes and behavioral patterns of a group. Group dynamics concern how groups are formed, what is their structure and which processes are followed in their functioning. Thus, it is concerned with the interactions and forces operating between groups. Group dynamics is relevant to groups of all kinds – both formal and informal. If the UPA government has set up Group of Ministers for every governance issue, the Supreme Court of India has 27 Group of Judges committees overseeing all manner of non-judicial work in the apex court. In an organizational setting, the term groups are a very common and the study of groups and group dynamics is an important area of study. What is A Group? Every organization is a group unto itself. A group refers to two or more people who share a common meaning and evaluation of themselves and come together to achieve common goals. In other words, a group is a collection of people who interact with one another; accept rights and obligations as members and who share a common identity. Characteristics of a Group: Regardless of the size or the purpose, every group has similar characteristics: Group Development is a dynamic process. How do groups evolve? There is a process of five stages through which groups pass through. The process includes the five stages: The first stage in the life of a group is concerned with forming a group. This stage is characterized by members seeking either a work assignment in a formal group or other benefit, like status, affiliation, power, etc. Members at this stage either engage in busy type of activity or show apathy. The next stage in this group is marked by the formation of dyads and triads. Members seek out familiar or similar individuals and begin a deeper sharing of self. Pairing is a common phenomenon. There will be conflict about controlling the group. The third stage of group development is marked by a more serious concern about task performance. Efforts are made to establish various norms for task performance. Members begin to take greater responsibility for their own group and relationship while the authority figure becomes relaxed. Once this stage is complete, a clear picture will emerge about hierarchy of leadership. The norming stage is over with the solidification of the group structure and a sense of group identity and camaraderie. This is a stage of a fully functional group where members see themselves as a group and get involved in the task. Each person makes a contribution and the authority figure is also seen as a part of the group. Group norms are followed and collective pressure is exerted to ensure the Process of Group effectiveness of the group. The group may redefine its goals Development in the light of information from the outside environment and show an autonomous will to pursue those goals. The long-term viability of the group is established and nurtured. In the case of temporary groups, like project team, task force, or any other such group, which have a limited task at hand, also have a fifth stage, This is known as adjourning. The group decides to disband. Some members may feel happy over the performance, and some may be unhappy over the stoppage of meeting with group members. Adjourning may also be referred to as mourning, i. The readers must note that the four stages of group development mentioned above for permanent groups are merely suggestive. In reality, several stages may go on simultaneously. One way to classify the groups is by way of formality – formal and informal. While formal groups are established by an organization to achieve its goals, informal groups merge spontaneously. Formal groups may take the form of command groups, task groups, and functional groups. Command groups are specified by the organizational chart and often consist of a supervisor and the subordinates that report to that supervisor. An example of a command group is a market research firm CEO and the research associates under him. Task groups consist of

people who work together to achieve a common task. Members are brought together to accomplish a narrow range of goals within a specified time period. Task groups are also commonly referred to as task forces. The organization appoints members and assigns the goals and tasks to be accomplished. Examples of assigned tasks are the development of a new product, the improvement of a production process, or designing the syllabus under semester system. Other common task groups are ad hoc committees, project groups, and standing committees. Ad hoc committees are temporary groups created to resolve a specific complaint or develop a process are normally disbanded after the group completes the assigned task. A functional group is created by the organization to accomplish specific goals within an unspecified time frame. Functional groups remain in existence after achievement of current goals and objectives. Examples of functional groups would be a marketing department, a customer service department, or an accounting department. In contrast to formal groups, informal groups are formed naturally and in response to the common interests and shared values of individuals. They are created for purposes other than the accomplishment of organizational goals and do not have a specified time frame. Informal groups are not appointed by the organization and members can invite others to join from time to time. Informal groups can have a strong influence in organizations that can either be positive or negative. For example, employees who form an informal group can either discuss how to improve a production process or how to create shortcuts that jeopardize quality. Informal groups can take the form of interest groups, friendship groups, or reference groups. Interest groups usually continue over time and may last longer than general informal groups. Members of interest groups may not be part of the same organizational department but they are bound together by some other common interest. The goals and objectives of group interests are specific to each group and may not be related to organizational goals and objectives. An example of an interest group would be students who come together to form a study group for a specific class. Friendship groups are formed by members who enjoy similar social activities, political beliefs, religious values, or other common bonds. For example, a group of employees who form a friendship group may have a yoga group, a Rajasthani association in Delhi, or a kitty party lunch once a month. A reference group is a type of group that people use to evaluate themselves. The main objectives of reference groups are to seek social validation and social comparison. Social validation allows individuals to justify their attitudes and values while social comparison helps individuals evaluate their own actions by comparing themselves to others. Such groups are formed voluntarily. Family, friends, and religious affiliations are strong reference groups for most individuals.

Factors Affecting Group Behaviour: The success or failure of a group depends upon so many factors. Group member resources, structure group size, group roles, group norms, and group cohesiveness, group processes the communication, group decision making processes, power dynamics, conflicting interactions, etc. The success depends upon these resources as useful to the task. Group size can vary from 2 people to a very large number of people. Small groups of two to ten are thought to be more effective because each member has ample opportunity to take part and engage actively in the group. Large groups may waste time by deciding on processes and trying to decide who should participate next. Evidence supports the notion that as the size of the group increases, satisfaction increases up to a certain point. It is increasingly difficult for members of large groups to identify with one another and experience cohesion. In formal groups, roles are always predetermined and assigned to members. Each role shall have specific responsibilities and duties. There are, however, emergent roles that develop naturally to meet the needs of the groups. These emergent roles will often substitute the assigned roles as individuals begin to express themselves and become more assertive. Group roles can then be classified into work roles, maintenance roles, and blocking roles. They involve a variety of specific roles such as initiator, informer, clarifier, summarizer, and reality tester. Maintenance roles are social-emotional activities that help members maintain their involvement in the group and raise their personal commitment to the group. The maintenance roles are harmonizer, gatekeeper, consensus tester, encourager, and compromiser. Blocking roles are activities that disrupt the group. They may take the form of dominating discussions, verbally attacking other group members, and distracting the group with trivial information or unnecessary humour. Often times the blocking behaviour may not be intended as negative. Sometimes a member may share a joke in order to break the tension, or may question a decision in order to force group members to rethink the issue.

5: The Dynamics of 8 Different Styles of Leadership

Leadership Lessons: An Introduction to the Dynamics of Leadership and Management IGFOA Annual Conference Greg Kuhn, PhD, Asst. Director, Public Management and Training.

Posted by Marius D. In order to make the post easier to digest, I will tailor some of the examples to a topic most of my readers can identify with; a software development manager in a product delivery organisation.

Scenario Facets Day to day operations There are large periods of time when an organisation remains constant relative to change. The goal of most change is to increase productivity once the change is fully implemented. Mitigating the volatility in productivity during this transitional phase is critical. An example of change that may happen during this period would be moving from a waterfall to an agile development methodology, implementing a new technology such as NOSQL databases into a product, focusing on addressing bug over creating new features, etc.

Leadership Models Classically, most people would identify two main styles of leadership, hands on and hands off. They do not interfere with the day to day operations or the details of managing their teams, even during the times of change. These managers are effective when the business is not experiencing change. Productivity can be predictable and output is fairly level. This fluctuation can stem from: They are directly tied to the day to day operations of their teams, they bypass the organisational structure and issue instructions to line employees directly bypassing leads, and they are usually unable to effectively delegate. These managers are relatively effective when the business is experiencing a lot of change due to their active participation in the teams. Consequently, these managers suffer from poor performance during times of slow change in the organisation. As described above, this models inability to delegate, scale themselves via their leads, and constant interference with the line team members cause a drop in their ability to effectively handle the situation. These managers exhibit the following attributes: As change is being driven, a more hands on approach drives higher effectiveness. Inversely, easing the amount of day to day involvement and delegating during times of more predictable operations results in increased efficiency. This is why the model is called dynamic!

Dynamic leaders exhibit the following attributes: They coach and mentor direct reports, helping them grow They are active in day to day activities during times of change, such as when implementing a new development methodology, They rely on delegation to their direct reports in order to scale themselves Play an active role in starting tasks Following up Showing commitment to organisational goals Switching between hands on and hands off continuously and as needed They adjust all of these levels on the fly

Conclusion The best leader is one that is dynamic and adjusts to the requirements of the organisation. Choosing one approach limits your ability to effectively deal with the dynamic nature of business and team dynamics. Dynamic leaders are not born overnight. Experience, passion, drive, and other attributes create dynamic leaders.

6: Group Dynamics in the Workplace

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Leading is one important function of management only next to planning and organizing. It is the liveliest element in the management process. It initiates actions to translate the decisions into concrete actions. Managers have to lead their subordinates through guiding and motivating. Leading involves directing, influencing and motivating employees to perform essential tasks. Every manager has to act as a leader in his area of operation. This means he has to guide, instruct, lead and motivate his subordinates so as to use their skills, efficiency, capacity etc. He has to influence the behavior of his subordinates and get the work done through their collective efforts. Leadership qualities are required in order to conduct various managerial functions effectively. Each and every group of people engaged in a particular activity needs a leader in order to guide, co-ordinate and control their efforts. In this sense, leadership is required for the conduct of economic, social, political or cultural activities. A college principal, secretary of a co-operative society or of a sports club or cultural association act as leaders in their respective fields. Kennedy are world known political leaders while Henry Ford, J. Kirloskar are known leaders in the business world. Here, we are concerned only with the managerial leadership. A good leader leads but does not push. Effective leadership can guide a group towards certain ideals without exerting much force. Managers who possess the quality of guiding and directing the subordinates under inspired impulses can be called business leaders. Leadership is concerned with getting results through people and implies the Organisation of staff into productive teams, groups and departments. Leadership entails the creation of human structures, their motivation and direction; the resolution of conflicts at the workplace, creating vision for the entire business and providing resources in support of this. Manager can perform various managerial functions more effectively by providing proper leadership to his subordinates. This makes leadership an inevitable aspect of management process itself. Leadership is essential for the success and stability of a business enterprise. Managers possessing leadership qualities are called business leaders. Involves guiding and motivating: For motivating, communicating is necessary. Leadership is described as an art of influencing and inspiring subordinates to perform their duties efficiently. Needs subordinates and common interests: It pre-supposes the existence of subordinates. There must be common interest for the leader and his followers due to which they cooperate and participate for achieving common objectives. Promotes interest in the work: The purpose of leadership is to influence, motivate and encourage subordinates to take active interest in the work assigned and give the best results. Needs support from all: The leader must recognize the presence of all employees irrespective of their position. The leader cannot become successful unless he obtains support from all. Influences subordinates through personal qualities: A leader understands the problems of his subordinates and influences them by his personal qualities. Dynamic and continuous process: Leadership is a dynamic and continuous process. It is a regular activity of guiding and motivating subordinates for improving their performance and contribution towards organizational objectives. An ideal leadership is always situational. A leader has to study the prevailing situation and provide appropriate leadership to his subordinates. A leader always inspires followers. In the event of failure, he does not shift the responsibility to his subordinates but accepts his personal weaknesses in performance. A leader leads by setting good example. Needs interaction with followers: The objective of the leader and his subordinates should be the same. If the leader attempts for one purpose and his subordinates for some other purpose, it is no leadership. Their interest must be identical. The success of a leader largely depends on his ability to achieve organizational objectives. When a leader fails to attain the objectives, he is of no utility to the management. A leader needs sound health and physical capacity to perform his functions or duties assigned in an efficient manner. In addition to physical qualities, an ideal leader needs certain qualities of head and heart. The main qualities include Personal Traits and Managerial Traits which are shown in the following chart: There are different styles of leadership. This classification is based on the methods used by the leaders. Edwin Flippo has defined leadership style as "a pattern of behavior designed to integrate organizational and personal interest

in pursuit of some objectives. In the task oriented styles of leadership, more importance is given to getting the work done by subordinates. Dictatorial leader and autocratic leader are the examples of this category. People-oriented style of leadership is basically democratic. Here, the leader gives importance to the interests, thoughts, problems, etc. He tries to achieve objectives with their support and co-operation. Participative or democratic leader comes under this category. The traits approach theory was one of the first attempts to explain the leadership based on personal traits. Traits are inborn or acquired personal qualities of an individual. They include physical qualities and the qualities of head and heart. Such traits enable some to rise above their followers. The basic traits useful for leadership include height, energy, looks, knowledge and intelligence, imagination, self-confidence, integrity, fluency of speech, mental balance, enthusiasm, courage, sociability, and friendliness and so on. According to the traits theory, an individual possessing such traits is usually able to influence others and gets the status of a leader. This suggests that a leader is quite different from an average person in regard to personal qualities such as intelligence, perseverance and overall personality including physical features. The traits theory suggests that leaders are above the followers in regard to personal traits. A fair combination of such traits makes them influential and impressive as compared to others. Traits theory indirectly supports the view that leaders are born and not made. Researchers have suggested different traits of leaders. Such traits are similar to physical, psychological, mental, intellectual and other qualities which are normally treated as essential in the case of an ideal leader. It may be noted that some traits are innate while some others can be acquired through special efforts. Such qualities play a positive role in building leadership. A person becomes leader due to such traits. The theory is based entirely on personal traits and their contribution in developing leadership. Examples of leaders without certain traits are common: According to this theory, leadership is based on certain traits such as personality, intelligence, self-confidence, courage and so on. However, it is very difficult to find out a particular leadership trait in the greatest leaders of the world. Some known world leaders have had quite different traits. People with limited education, limited training and without well developed personality have proved to be great leaders. History is full of such examples of leaders. Traits are not absolutely essential for leadership: As per the theory, many traits are desirable in the case of leaders. However, none seems to be absolutely essential. Many leaders are extremely popular even without certain useful traits. Situational aspect is ignored: The theory fails to take into consideration the situation within which the leaders have to function. There are instances in which a leader is successful in one situation but may not be in another even when traits are same on both the occasions. For example, Winston Churchill was Prime Minister of England and was also war hero during the Second World War but was defeated in the general elections under new situation i. No reference to essential qualities: The theory fails to give the list of essential qualities innate and acquired required for leadership purpose. Superiority is not clearly stated: The theory states that a leader has superior personal traits as compared to his followers. However, the nature or extent of superiority is not given in a clear manner. The behavioral approach theory is an extension of the traits theory and is superior in certain respects.

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