

**KUNTHAVAI NAACHIYAR GOVERNMENT ARTS COLLEGE FOR WOMEN (A) THANJAVUR-7  
DEPARTMENT OF BUSINESS ADMINISTRATION**

**Code: 18K4BB08 - ORGANIZATIONAL BEHAVIOUR**

**UNIT – I**

Organizational Behaviour – Concept – Nature – Organizational Behaviour. Disciplines contributing to Organizational Behaviour.

**What is the nature of Organizational Behaviour?**

Organizational behavior is the study of shaping the behavior of the organizational personnel. By nature, OB is an applied science that takes a systematic approach that understands the reason behind the behavior and influences it in a way that benefits attaining business goals

**The fundamental concepts of organizational behavior are;**

1. Individual Differences. 2. Perception. 3. A Whole Person. 4. Motivated Behavior. 5. The desire for Involvement. 6. The value of the Person. 7. Human Dignity. 8. Organizations are Social System. 9. Mutuality of Interest. 10. Holistic Concept. 11. Individual Differences 12. Every individual in the world is different from others.

**The idea of the individual difference** comes originally from psychology. From the day of birth, each person is unique, and personal experiences after birth tend to make people even more different.

**Perception** Peoples' perceptions are also different when they see an object. Two people can differently present the same object. And this is occurring for their experiences. **A person** always organizes and interprets what he sees according to his lifetime of experience and accumulated value. Employees also see work differently for differ in their personalities, needs, demographics factors, past experiences, and social surroundings.

**A Whole Person**

An employee's personal life is not detached from his working life. As an example, A women who attend the office at 9:00 AM is always anxious for her children's school time (if her kids can participate in the school or not). As a result, its impact falls on her concentration that means her working life. For this reason, we cannot separate it. So the manager should treat an employee as a whole person.

**Motivated Behavior:**

Some motivations are necessary to enrich the quality of work. A path toward increased need fulfillment is the better way to enhance the quality of work.

*Source: Organizational Behaviour – Dr.J.Jayasankar*

**Desire for Involvement:**

Every employee is actively seeking opportunities to work to involve in decision-making problems. They hunger for the chance to share what they know and to learn from the experience. So, the organization should provide them a chance to express their opinions, ideas, and suggestions for the decision-making problem. A meaningful involvement can bring mutual benefit to both parties.

**Value of the Person:**

An employee wants to be treated separately from another factor of production, (land, capital, labor). For this, reason, they want to be treated with carrying respect, dignity and other things from their employers and society.

**Human Dignity:**

This concept is very philosophical. Every person needs to be treated with dignity and respect, whether it's the CEO of the company or labor. It confirms that people are to be treated differently from other factors of production because they are of a higher order in the universe. it recognizes human dignity because people are of a higher order; they want to be treated with respect and dignity and should be treated this way.

**Organizations are Social System:**

From sociology, we learn that organizations are social systems; consequently, activities therein are governed by social laws as well as psychological laws. Just as people have psychological needs, they also have social roles and status.

In fact, two types of social systems exist side by side in organizations. One is a formal system, and the other is the informal social system.

**Mutuality of Interest**

Mutual interest is represented by the statement that organizations need people and people also need organizations. Organizations have a human purpose. They are formed and maintained by some mutuality of interest among their participants. People see organizations as a means to help them reach their goals, while at the same time; organizations need people to help achieve organizational objectives. If mutuality is lacking, it makes no sense to try to assemble a group and develop cooperation, because there is no common base on which to build. Mutual interest provides a super-ordinate goal that unites the variety of needs that people bring to organizations. The result is that people are encouraged to attack organizational problems rather than each other.

**Holistic Concept**

When the fundamental concepts of OB are placed together, a holistic concept emerges. This concept interprets people-organization relationships regarding the whole person, the whole

*Source: Organizational Behaviour – Dr.J.Jayasankar*

group, whole organization, and the whole social system. It takes across the board view of people in organizations to understand as many as possible of the factors that influence their behavior. Issues are analyzed in terms of the total situation affecting them rather than in terms of an isolated event or problems.

### **Disciplines that contribute to organizational behaviour:**

**Psychology.** The use of psychology focuses on psychological and organisational research and theory to find ways to enhance organisational effectiveness.

**Sociology.** While psychology focuses on the individual, sociology studies people in relation to their social environment or culture.

**Anthropology.** Contributing Disciplines to the Organization Behavior Field

### **Contributing Disciplines to the Organization Behavior Field are:**

1. Psychology.
2. Sociology.
3. Social Psychology.
4. Economics.
5. Anthropology.
6. Political Sciences.

### **Psychology**

Psychology has perhaps the first influence on the **field of organizational behavior** because it is a science of behavior. A psychologist studies almost all aspects of behavior. Psychology deals with studying human behavior that seeks to explain and sometimes change the behavior of humans and other animals. Psychologists are primarily interested in predicting the behavior of individuals to a great extent by observing the dynamics of personal factors. Those who have contributed and continued to add to the knowledge of OB are teaching theorists, personality theorists, counseling psychologists and primary, industrial and organizational psychologists. Some of the numerous areas of interest within the disciplines of psychology are:

- General Psychology
- Experimental Psychology
- Clinical Psychology
- Consumer Psychology
- Personality and Social Psychology
- Industrial Psychology
- Counseling Psychology
- Educational Psychology
- Consulting Psychology

*Source: Organizational Behaviour – Dr.J.Jayasankar*

Understanding Psychological principles and its models help significantly in gaining the knowledge of determinants of individual behavior such as

- the learning process,
- motivation techniques,
- personality determinants and development,
- perceptual process and its implications,
- training process,
- leadership effectiveness,
- job satisfaction,
- individual decision making,
- performance appraisal,
- attitude measurement,
- employee selection,
- job design and work stress.

### **Sociology**

The major focus of sociologists is on studying the social systems in which individuals fill their roles. The focus is on group dynamics. They have made their greatest contribution to OB through their study of group behavior in organizations, particularly formal and sophisticated organizations. Sociological concepts, theories, models, and techniques help significantly to understand better the group dynamics, organizational culture, formal organization theory and structure, corporate technology, bureaucracy, communications, power, conflict, and intergroup behavior.

Psychologists are primarily interested in focusing their attention on individual behavior.

#### **Key concepts of Sociology are;**

Most sociologists today identify the discipline by using one of the three statements:

- Sociology deals with human interaction and this communication are the key influencing factor among people in social settings.
- Sociology is a study of plural behavior. Two or more interacting individuals constitute a plurality pattern of behavior
- Sociology is the systematic study of social systems:

A social system is an operational social unit that is structured to serve a purpose.

It consists of two or more persons of different status with various roles playing a part in a pattern that is sustained by a physical and cultural base.

When analyzing organizing as a social system, the following elements exist:

- People or actors
- Acts or Behavior
- Ends or Goals
- Norms, rules, or regulation controlling conduct or behavior
- Beliefs held by people as actors
- Status and status relationships

*Source: Organizational Behaviour – Dr.J.Jayasankar*



- Authority or power to influence other actors
- Role expectations, role performances, and role relationships.

## **Social Psychology**

Social Psychology deals with many of the same phenomena but seeks to explain whole individual human interaction and human cognition influences culture and is influenced by culture. The unit of analysis is the individual within the group. In reality, some forms of sociology are closely related to social psychology. Social Psychologists study an enormous range of topics including conformity, persuasion, power, influence, obedience, prejudice, discrimination, stereotyping, sexism and racism, small groups, social categories, inter-group behavior, crowd behavior, social conflict, social change, decision making, etc. Social psychologists making significant contributions to measuring, understanding and improving attitudes, communication patterns in how groups can satisfy individual needs and **group decision-making processes**.

## **Anthropology**

The main aim of anthropology is to acquire a better understanding of the relationship between the human being and the environment. Adaptations to surroundings constitute culture. The manner in which people view their surroundings is a part of the culture.

## **UNIT – II**

Individual Behaviour – positive and negative behavior-factors influencing individual behavior. Personality – definitions, determinants of personality, Factors influencing personality. Perception.

### **What is mean by individual behaviour?**

Individual behavior can be defined as a mix of responses to external and internal stimuli. It is the way a person reacts in different situations and the way someone expresses different emotions like anger, happiness, love, etc.

### **What is positive behavior?**

**Positive behavior** is **defined** as the actions that create a **positive** working environment and/or enabling others to work more effectively through what we say or **do**. Participants indicated that they highly valued the aspect of trust and authentic interactions.

### **What are the negative Behaviours?**

**Negative behaviour** can be defined as any action performed by a person or people which is not in line with the norms and expectation of people living in the society. It is an anti-

*Source: Organizational Behaviour – Dr.J.Jayasankar*

social **behaviour** that is not acceptable by society. This is because it brings bad name, poor image and disrepute to the country.

Positive Consequences	Negative Consequences
<ul style="list-style-type: none"><li>• Leads to new ideas</li><li>• Stimulates creativity and innovation</li><li>• Motivates change and consideration of new approaches and ideas</li><li>• Promotes organizational vitality</li><li>• Helps individuals and groups establish identities</li><li>• Increases loyalty and performance within each of the groups in conflict</li><li>• Serves as a safety valve to indicate problems by bringing them out into the open</li></ul>	<ul style="list-style-type: none"><li>• Diverts energy from work</li><li>• Threatens psychological well-being</li><li>• Wastes resources</li><li>• Creates a negative climate</li><li>• Interferes with communication</li><li>• Breaks down group cohesion</li><li>• Can increase hostility and aggressive behaviors</li><li>• Leads to an increase in politics (i.e., individual efforts to acquire power to advance their own efforts)</li><li>• Leads groups to stereotype each other</li><li>• Reduces the organization's capacity to compete in the marketplace</li></ul>

#### Factors influencing an individual's behavior:

- Abilities
- Gender
- Race and culture
- Attribution
- Perception
- Attitude

#### Abilities

Abilities are the traits a person learns from the environment around as well as the traits a person is gifted with by birth. These traits are broadly classified as –

- Intellectual abilities
- Physical abilities
- Self-awareness abilities

In order to understand how these affect a person's behavior, we need to know what these abilities are.

- **Intellectual abilities** – It personifies a person's intelligence, verbal and analytical reasoning abilities, memory as well as verbal comprehension.
- **Physical abilities** – It personifies a person's physical strength, stamina, body coordination as well as motor skills.
- **Self-awareness abilities** – It symbolizes how a person feels about the task, while a manager's perception of his abilities decides the kind of work that needs to be allotted to an individual.

Thus the psychological, physical, self-assurance traits owned by a person defines the behavior of a person in social and personal life. For ex: Ram has a high IQ level, whereas Rahul can lift a bike and is a strong guy.

*Source: Organizational Behaviour – Dr.J.Jayasankar*

## **Gender**

Research proves that men and women both stand equal in terms of job performance and mental abilities; however, society still emphasizes differences between the two genders. Absenteeism is one area in an organization where differences are found as women are considered to be the primary caregiver for children. A factor that might influence work allocation and evaluation in an organization is the manager's perception and personal values.

## **Race & Culture**

Race is a group of people sharing similar physical features. It is used to define types of persons according to perceived traits. For example – Indian, African. On the other hand, culture can be defined as the traits, ideas, customs and traditions one follows either as a person or in a group. For example – Celebrating a festival.

Race & culture have always exerted an important influence both at the workplace as well as in the society. The common mistakes such as attributing behavior and stereotyping according to individual's race & culture basically influences an individual's behavior.

In today's diverse work culture, the management as well as staff should learn and accept different cultures, values, and common protocols to create more comfortable corporate culture.

## **Perception**

Perception is an intellectual process of transforming sensory stimuli into meaningful information. It is the process of interpreting something that we see or hear in our mind and use it later to judge and give a verdict on a situation, person, group, etc.

It can be divided into six types namely –

- **Of sound** – The ability to receive sound by identifying vibrations.
- **Of speech** – The competence of interpreting and understanding the sounds of language heard.
- **Touch** – Identifying objects through patterns of its surface by touching it.
- **Taste** – The ability to detect flavor of substances by tasting it through sensory organs known as taste buds.
- **Other senses** – Other senses include balance, acceleration, pain, time, sensation felt in throat and lungs etc.
- **Of the social world** – It permits people to understand other individuals and groups of their social world.

## **Attribution**

Attribution is the course of observing behavior followed by determining its cause based on individual's personality or situation.

Attribution framework uses the following three criteria –

- **Consensus** – The extent to which people in the same situation might react similarly.
- **Distinctiveness** – The extent to which a person's behavior can be associated to situations or personality.
- **Consistency** – The frequency measurement of the observed behavior, that is, how often does this behavior occur.

The framework mentioned says it is all about how an individual behaves in different situations.

*Source: Organizational Behaviour – Dr.J.Jayasankar*

### **How do you define personality?**

**Personality** refers to individual differences in characteristic patterns of thinking, feeling and behaving. The study of **personality** focuses on two broad areas: One understands individual differences in particular **personality** characteristics, such as sociability or irritability.

### **What are the determinants of personality?**

#### **Five Common Personality Determinants**

- Brain. The brain is one of the most important **personality determinants**. ...
- Physical **Characteristics**. One of the most important **factors** in determining **personality** are an individual's physical **characteristics**. ...
- Social Experiences. ...
- Culture and Religion. ...
- Heredity

**Heredity**, birth order, parents, and the cultural **environment** are among the principal factors that social scientists see influencing personality and behavior. Everyone has certain characteristics that are present at birth.

### **What are the factors influencing personality?**

There are three main influences on personality development that we are going to look at in this lesson. Those are **heredity**, **environment**, and situation. **Heredity**: This refers to the influences on your personality that you are born with. They are in your genes and there is not much you can do to change these traits

### **Personality Traits Influencing Organizational Behavior**

- Authoritarianism:
- Bureaucratic **Personality**: The **personality** of a bureaucratic person is based upon respect for **organisational** rules and regulations. ...
- Machiavellianism: ...
- Introversion and Extroversion: ...
- Problem Solving Style: ...
- Achievement Orientation: ...
- Locus of Control: ...
- Self Esteem

### **What is perception in organisational behaviour?**

**Perception** is an intellectual process of transforming sensory stimuli to meaningful information. It is the process of interpreting something that we see or hear in our mind and use it later to judge and give a verdict on a situation, person, group etc.

### **Why is perception important in Organisational Behaviour?**

*Source: Organizational Behaviour – Dr.J.Jayasankar*

**Perception** is very **important** in understanding human **behavior** because every person perceives the world and approaches life problems differently. ... If people behave on the basis of their **perception**, we can predict their **behavior** in the changed circumstances by understanding their present **perception** of the environment.

### **What are the types of perception?**

- **Perception** can be subdivided into visual **perception**, auditory **perception**, olfactory **perception**, haptic (touch) **perception**, and gustatory (taste) perception. Visual **perception**.
- Hearing (sense)
- Haptic **perception**.
- Taste.
- Olfaction.
- Social **perception**.
- Other senses. Sense.
- Constancy.

### **What are the elements of perception?**

According to Alan Saks, there are **three** important **components** involved in **perception**—the perceiver, the target, and the situation. The perceiver is the person who interprets the stimuli

## **UNIT – III**

Group – definitions, why are groups formed? Types of groups - stages in group development - Group Norms, Group Cohesiveness, Group Behaviour and Group Decision – making. Leadership – Concept – Qualities of effective Leadership – Leadership styles.

### **What do you mean by a group?**

A group is a collection of people with some common characteristics or purpose. A group can consist of any number of people. People in groups are defined by themselves and by others as group members, in other words individuals are aware that they are part of a group.

### **Why are groups formed?**

People **form groups** to use its numerous benefits. Members of a **group** help each other in need, cooperate to reach goals, share resources, and, last but not least, provide opportunities for social interaction, companionship, and support

### **Types of Groups**

- Formal **Group**.
- Informal **Group**.
- Managed **Group**.

*Source: Organizational Behaviour – Dr.J.Jayasankar*



- **Process Group.**
- **Semi-Formal Groups.**
- **Goal Group.**
- **Learning Group.**
- **Problem-Solving Group.**

### **Formal Groups**

Formal groups are created to achieve specific organizational objectives. Usually, they are concerned with the coordination of work activities.

People are brought together based on different roles within the structure of the organization. The nature of the task to be undertaken is a predominant feature of the formal groups.

Goals are identified by management and short and rules relationships and norms of behavior established. Formal groups tend to be related to permanent although there may be changes in actual membership.

However temporary formal groups may also be created by management, for example, the use of project teams in a matrix organization.

### **Informal Groups**

Within the formal structure of the organization, there will always be an informal structure.

The formal structure of the organization and system of role relationship, rule, and procedures, will be augmented by interpretation and development at the informal level.

Informal groups are based more on personal relationships and agreement of group's members than on defined role relationships. They serve to satisfy psychological and social needs not related necessarily to the tasks to be undertaken.

Groups may devise ways of attempting to satisfy members' affiliations and other social motivations that are lacking in the work situation, especially in industrial organizations.

### **Managed Group**

Groups may be formed under a named manager, even though they may not necessarily work together with a great deal. The main thing they have in common, at least the manager and perhaps a similar type of work.

### **Process Group**

The process group acts together to enact a process, going through a relatively fixed set of instructions. The classic environment is a manufacturing production line, where every movement is prescribed.

There may either be little interaction within process groups or else it is largely prescribed, for example where one person hands something over to another.

### **Semi-Formal Groups**

Many groups act with less formality, in particular where power is distributed across the group, forcing a more collaborative approach that includes- negotiation rather than command and control.

Families, communities and tribal groups often act as semi-formal ways as they both have nominal leaders yet members can have a high degree of autonomy.

*Source: Organizational Behaviour – Dr.J.Jayasankar*

## **Goal Group**

The goal group acts together to achieve a shared objective or desired outcome. Unlike the process groups, there is no clear instruction on how they should achieve this, although they may use some processes and methods along the way.

As there is no detailed instruction, the members of the goal group need to bring more intelligence, knowledge, and experience to the task.

## **Learning Group**

The learning group comes together to increase their net knowledge. They may act collaboratively with discussion and exploration, or they may be a taught class, with a teacher and a syllabus.

## **Problem-Solving Group**

Problem-solving groups come together to address issues that have arisen. They have a common purpose in understanding and resolving their issue, although their different perspectives can lead to particular disagreements.

Problem-solving may range along a spectrum from highly logical and deterministic, to uncertain and dynamic situations where creativity and instinct may be better ways of resolving the situation.

## **Friendship Group**

Groups often develop because individual members have one or more common characteristics. We call these formations of friendship groups.

Social alliances, which frequently extend outside the work situation, can be based on similar age or ethnic heritage, support for Kolkata Knight Riders cricket, or the holding of similar political views, to name just a few such characteristics.

## **Interest Group**

People who may or may not be aligned into a common command or task groups may affiliate to attain a specific objective with which each is concerned. This is an interest group.

Employees who band together to have their vacation schedules altered, to support a peer who has been fired, or to seek improved working conditions represent the formation of a united body to further their common interest.

## **What are the stages of group development?**

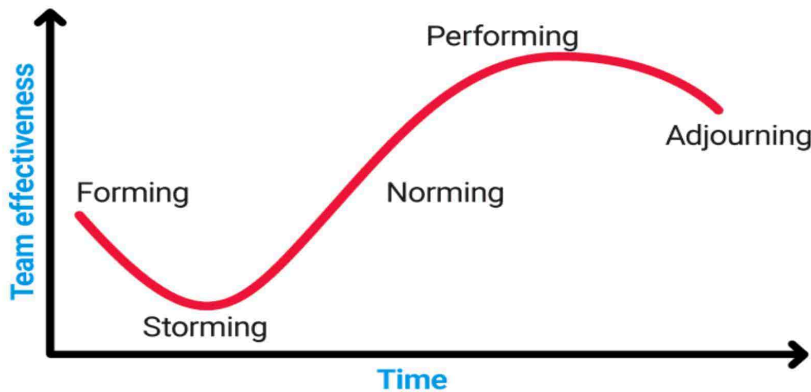
Bruce Tuckman, an educational psychologist, identified a five-stage development process that most teams follow to become high **performing**. He called the stages: **forming, storming, norming, performing, and adjourning**.

The stages of group development in organizational behavior and management are a theory of team development — a group-forming model that consists of 5 distinct stages. According to this stages of group development model, each group or team is likely to go through the following connected 5 stages during their joint work:

1. **The Forming Stage** — mainly characterized by *team orientation*.
2. **The Storming Stage** — mainly characterized by *a power struggle*.

*Source: Organizational Behaviour – Dr.J.Jayasankar*

3. **The Norming Stage** — mainly characterized by *cooperation, integration, and unity*.
4. **The Performing Stage** — mainly characterized by overall *synergy*.
5. **The Adjourning Stage** — mainly characterized by *a sense of closure*.



Stage 1 - The Forming Stage Stage 2 - Storming Stage #3 - Norming Stage #4 - Performing Stage #5 – Adjourning



### Stage #1 — Forming

Everyone is just getting to know one another, and they are all overly polite to each other because they are looking to be accepted among this new group of people.

For the same reasons, they may also be a bit uncertain and anxious.

They are also overly positive about the project, because it's new, and new is always exciting.

At this initial stage, a glimpse of a future project leader may emerge, as the person who possesses the largest knowledge about the project's subject takes unofficial charge.

The position of this unofficial leader may also be occupied by the strongest authority figure in the team.

### Stage #2 — Storming

Instead, they adopt an open exchange of ideas and opinions and learn about what it's really like to work together. This can lead to conflict, disputes, and competition, depending on how their expectations, workflows, ideas, and opinions differ.

Sometimes, subgroups may form around particular opinions or authority figures — which are all clear signs that team cohesion has not happened yet.

*Source: Organizational Behaviour – Dr.J.Jayasankar*

Unless the team is patient and tolerant of these differences as well as willing to address and work on them, the team and project cannot succeed.

Now, here's where you may wonder: well, if it's such an unpleasant affair, can the Storming Stage of group development ever be avoided?

Well, truth be told, some teams may skip this step altogether, all in the hope that they'll avoid unpleasant conflict and the clash of ideas.

However, this stage is crucial if you want your team to succeed — you won't get far with your project by sweeping vital questions and potential problems under a rug.

### **Stage #3 — Norming**

Of course, you can only move on to this more pleasant stage if you've addressed and answered all the vital questions from the previous, Storming Stage.

The team is already accustomed to each other's workflows, and most future disputes and conflicts generally become easier to overcome. The official (or unofficial) team leader takes a back seat much more than in the previous stages, and the individual team members are given their chance to shine.

In some cases, the Norming Stage may often be intersected by the Storming Stage. It may even revert to it unless the team makes the effort to communicate problems, and then learn from these interactions.

### **Stage #4 — Performing**

If your team has reached this stage, you're on a clear path to success. You have a mature, well-organized group now fully-focused on reaching the project goals established in the Forming stage.

Team members have grown fully accustomed to each other's workflows. They respect and acknowledge each other's skills, talents, and experience.

And, what's most important, they trust that everyone involved will do their share of the work.

Bear in mind that not all teams reach this stage — some may falter at the earlier stages, due to the inability to properly address differences between team members or address problems as they emerge.

### **Stage #5 — Adjourning**

The Adjourning Stage is usually associated with short term projects, where team members are *expected* to disband over time. However, even "permanent" teams working on long-term projects may get gradually disbanded — as a result of a company's organizational restructuring.

### **What are group norms?**

*Source: Organizational Behaviour – Dr.J.Jayasankar*

**Group norms** are expectations applicable for **group** members. **Group norms** on the other hand are the situation specific behavioural expectations of group members. **Group norms** are also shared expectations of **group** members in a given situation.

### **What does team cohesiveness mean?**

**Team cohesion** happens when a **team** remains united while working to achieve a common goal. Being a **cohesive team** means that not only are **group** goals met but everyone feels like they have contributed to the overall success of the **group**.

### **What are the characteristics of group cohesion?**

Members of cohesive groups tend to have the following characteristics: They have a collective identity; they experience a moral bond and a desire to remain part of the group; they share a sense of purpose, working together on a meaningful task or cause; and they establish a structured pattern of **communication**.

#### **Group Behaviour:**

A **group** can be defined as two or more interacting and interdependent individuals who come together to achieve particular objectives. A **group behavior** can be stated as a course of action a **group** takes as a family. For example – Strike.

### **What are the types of group Behaviour?**

There are two major **types of group behaviour** and they are collective **behaviour** and community services. Other **forms of group behaviour** include crowd **behaviour**, herd **behaviour** and public or mass **behaviour**.

### **What are the benefits of group behavior?**

Answer and Explanation: The **benefits of group behavior** are that they can be more efficient than individual **behavior**, and they can even enable some results that individuals cannot achieve on their own. For example, a **group** of farmers can produce more food than an individual farmer.

### **What is the purpose of group behavior?**

**Group** situations can improve human **behavior** through facilitating performance on easy tasks, but inhibiting performance on difficult tasks. The presence of others can also lead to social loafing when individual efforts cannot be evaluated

### **Group Behaviour and Group Decision – making:**

**Group decision-making** commonly known as collaborative **decision-making** is a situation faced when individuals collectively make a choice from the alternatives before them. For example, **groups** tend to make **decisions** that are more extreme than those made by individual members, as individuals tend to be biased.

### **What is the group decision making process?**

*Source: Organizational Behaviour – Dr.J.Jayasankar*



**Group decision making** is a type of participatory **process** in which multiple individuals acting collectively, analyze problems or situations, consider and evaluate alternative courses of action, and select from among the alternatives a solution or solutions.

**Steps of decision – making:**

**Step 1: Identify the decision**

You realize that you need to make a decision. Try to clearly define the nature of the decision you must make. This first step is very important.

**Step 2: Gather relevant information**

Collect some pertinent information before you make your decision: what information is needed, the best sources of information, and how to get it. This step involves both internal and external “work.” Some information is internal: you’ll seek it through a process of self-assessment. Other information is external: you’ll find it online, in books, from other people, and from other sources.

**Step 3: Identify the alternatives**

As you collect information, you will probably identify several possible paths of action, or alternatives. You can also use your imagination and additional information to construct new alternatives. In this step, you will list all possible and desirable alternatives.

**Step 4: Weigh the evidence**

Draw on your information and emotions to imagine what it would be like if you carried out each of the alternatives to the end. Evaluate whether the need identified in Step 1 would be met or resolved through the use of each alternative. As you go through this difficult internal process, you’ll begin to favor certain alternatives: those that seem to have a higher potential for reaching your goal. Finally, place the alternatives in a priority order, based upon your own value system.

**Step 5: Choose among alternatives**

Once you have weighed all the evidence, you are ready to select the alternative that seems to be best one for you. You may even choose a combination of alternatives. Your choice in Step 5 may very likely be the same or similar to the alternative you placed at the top of your list at the end of Step 4.

**Step 6: Take action**

You’re now ready to take some positive action by beginning to implement the alternative you chose in Step 5.

**Step 7: Review your decision & its consequences**

In this final step, consider the results of your decision and evaluate whether or not it has resolved the need you identified in Step 1. If the decision has *not* met the identified need, you may want to repeat certain steps of the process to make a new decision. For example, you might want to gather more detailed or somewhat different information or explore additional alternatives.

**Define leadership.**

*Source: Organizational Behaviour – Dr.J.Jayasankar*

**Leadership** is the art of motivating a group of people to act toward achieving a common goal. In a business setting, this can mean directing workers and colleagues with a strategy to meet the company's needs.

### **Concept of Leadership:**

Leadership is a dynamic process, which deserves study. It is a relational process involving interactions among leaders, members and sometimes outside constituencies. Good leaders are made not born. If you have the desire and willpower, you can become an effective leader.

Good leaders develop through a never-ending process of self-study, education, training, and experience. To inspire your workers into higher levels of teamwork, there are certain things you must be, know, and, do. These do not come naturally, but are acquired through continual work and study. Good leaders are continually working and studying to improve their leadership skills; they are NOT resting on their laurels.

Leadership is a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent. Leaders carry out this process by applying their leadership attributes, such as – beliefs, values, ethics, character, knowledge and skills.

### **Qualities of effective Leadership:**

#### **1. Vision**

*“Good business leaders create a vision, articulate the vision, passionately own the vision, and relentlessly drive it to completion.”* – Jack Welch

Great leaders have a vision... They can see into the future.

They have a clear, exciting idea of where they are going and what they are trying to accomplish and are excellent at strategic planning.

This quality separates them from managers. Having a clear vision turns the individual into a special type of person. This quality of vision changes a *“transactional manager”* into a *“transformational leader.”*

While a manager gets the job done, great leaders tap into the emotions of their employees.

#### **2. Courage**

*“Courage is rightly considered the foremost of the virtues, for upon it, all others depend.”* – Winston Churchill

One of the more important qualities of a good leader is courage. Having the quality of courage means that you are willing to take risks in the achievement of your goals with no assurance of success. Because there is no certainty in life or business, every commitment you make and every action you take entails a risk of some kind.

Among the seven leadership qualities, courage is the most identifiable outward trait.

#### **3. Integrity**

*Source: Organizational Behaviour – Dr.J.Jayasankar*

*“With integrity, you have nothing to fear, since you have nothing to hide. With integrity, you will do the right thing, so you will have no guilt.” – Zig Ziglar*

In every strategic planning session that I have conducted for large and small corporations, the first value that all the gathered executives agree upon for their company is integrity. They all agree on the importance of complete honesty in everything they do, both internally and externally.

The core of integrity is truthfulness.

Integrity requires that you always tell the truth, to all people, in every situation. Truthfulness is the foundation quality of the trust that is necessary for the success of any business.

#### **4. Humility**

*“The more you can contain your ego, the more realistic you are about your problems. You learn how to listen, and admit that you don’t know all the answers. You exhibit the attitude that you can learn from anyone at any time. Your pride doesn’t get in the way of gathering the information you need to achieve the best results. It doesn’t keep you from sharing the credit that needs to be shared. Humility allows you to acknowledge your mistakes.” – Larry Bossidy*

Great leaders are those who are strong and decisive but also humble.

Humility doesn’t mean that you’re weak or unsure of yourself. It means that you have the self-confidence and self-awareness to recognize the value of others without feeling threatened.

This is one of the rarer attributes – or traits – of good leaders because it requires containment of one’s ego.

It means that you are willing to admit you could be wrong, that you recognize you may not have all the answers. And it means that you give credit where credit is due – which many people struggle to do.

#### **5. Strategic Planning**

Great leaders are outstanding at [strategic planning](#). It’s another one of the more important leadership strengths. They have the ability to look ahead, to anticipate with some accuracy where the industry and the markets are going.

Leaders have the ability to anticipate trends, well in advance of their competitors. Because of increasing competitiveness, only the leaders and organizations that can accurately anticipate future markets can possibly survive. Only leaders with foresight can gain the *“first mover advantage.”*

#### **6. Focus**

Leaders always focus on the needs of the company and the situation. Leaders focus on results, on what must be achieved by themselves, by others, and by the company. Great leaders focus on strengths, in themselves and in others.

They focus on the strengths of the organization, on the things that the company does best in satisfying demanding customers in a competitive marketplace.

Your ability as a leader to call the shots and make sure that everyone is focused and concentrated on the most valuable use of their time is essential to the excellent performance of the enterprise.

#### **7. Cooperation**

*Source: Organizational Behaviour – Dr.J.Jayasankar*



*“If your imagination leads you to understand how quickly people grant your requests when those requests appeal to their self-interest, you can have practically anything you go after.” – Napoleon Hill*

Gain the cooperation of others by making a commitment to get along well with each key person every single day. You always have a choice when it comes to a task: You can do it yourself, or you can get someone else to do it for you. Which is it going to be?

## **Leadership styles are:**

### **1. Autocratic Style**

The phrase most illustrative of an autocratic leadership style is "Do as I say." Generally, an autocratic leader believes that he or she is the smartest person at the table and knows more than others. They make all the decisions with little input from team members.

This command-and-control approach is typical of leadership styles of the past, but it doesn't hold much water with [today's talent](#).

That's not to say that the style may not be appropriate in certain situations. For example, you can dip into an autocratic leadership style when crucial decisions need to be made on the spot, and you have the most knowledge about the situation, or when you're dealing with [inexperienced and new team members](#) and there's no time to wait for team members to gain familiarity with their role.

### **2. Authoritative Style**

The authoritative leadership style is the mark of [confident leaders](#) who map the way and set expectations, while engaging and energizing followers along the way.

In a climate of uncertainty, these leaders lift the fog for people. They help them see where the company is going and what's going to happen when they get there.

Unlike autocratic leaders, authoritative leaders take the time to explain their thinking: They don't just issue orders. Most of all, they allow people choice and latitude on how to achieve common goals.

### **3. Pacesetter Style**

"Do as I do!" is the phrase most indicative of leaders who utilize the pacesetter style. This style describes a very driven leader who sets the pace as in racing. Pacesetters set the bar high and push their team members to run hard and fast to the finish line.

While the [pacesetter style of leadership](#) is effective in getting things done and driving for results, it's a style that can hurt team members. For one thing, even the most driven employees may become stressed working under this style of leadership in the long run.

An agile leadership style may be the ultimate leadership style required for leading today's talent.

### **4. Democratic Style**

Democratic leaders are more likely to ask "What do you think?" They share information with employees about anything that affects their work responsibilities. They also seek [employees' opinions](#) before approving a final decision.

*Source: Organizational Behaviour – Dr.J.Jayasankar*

There are numerous benefits to this participative leadership style. It can engender trust and promote team spirit and cooperation from employees. It allows for creativity and helps employees grow and develop. A democratic leadership style gets people to do what you want to be done but in a way that they *want* to do it.

### **5. Coaching Style**

When you having a coaching leadership style, you tend to have a "Consider this" approach. A leader who coaches views people as a **reservoir of talent to be developed**. The leader who uses a coach approach seeks to unlock people's potential.

Leaders who use a coaching style open their hearts and doors for people. They believe that everyone has power within themselves. A coaching leader gives people a little direction to help them tap into their ability to achieve all that they're capable of.

### **6. Affiliative Style**

A phrase often used to describe this type of leadership is "People come first." Of all the leadership styles, the affiliative leadership approach is one where the leader gets up close and personal with people. A leader practicing this style pays attention to and supports the **emotional needs of team members**. The leader strives to open up a pipeline that connects him or her to the team.

Ultimately, this style is all about encouraging harmony and **forming collaborative relationships within teams**. It's particularly useful, for example, in smoothing conflicts among team members or reassuring people during times of stress.

### **7. Laissez-Faire Style**

The laissez-faire leadership style is at the opposite end of the autocratic style. Of all the leadership styles, this one involves the least amount of oversight. You could say that the autocratic style leader stands as firm as a rock on issues, while the laissez-faire leader lets people swim with the current.

On the surface, a laissez-faire leader may appear to trust people to know what to do, but taken to the extreme, an uninvolved leader may end up appearing aloof. While it's beneficial to give people opportunities to spread their wings, with a total lack of direction, people may unwittingly drift in the wrong direction—away from the critical goals of the organization.

This style can work if you're leading highly skilled, experienced employees who are self-starters and motivated. To be most effective with this style, monitor team performance and provide regular feedback.