

**Where Practice Meets Theory**



**(BBA SEMESTER 4 )**

**SUBJECT: FOUNDATION & APPLICATION OF LEADERSHIP**

**UNIT 1 : OVERVIEW OF LEADERSHIP THEORY**

“Management is doing things right; leadership is doing the right things,” believed renowned management coach and author Peter F. Drucker. He used the quote to demonstrate the difference between management and leadership.

## **What is Leadership?**

“The action of leading a group of people or an organisation.”

That’s how the Oxford Dictionary defines leadership. In simple words, leadership is about taking risks and challenging the status quo. Leaders motivate others to achieve something new and better. Interestingly, leaders do what they do to pursue innovation, not as an obligation. They measure success by looking at the team’s achievements and learning.

In contrast, management is about delegating responsibilities and getting people to follow the rules to reduce risk and deliver predictable outcomes. A manager is responsible for completing four critical functions: planning, organising, leading, and controlling.

Unlike leaders, managers do not challenge the status quo. Instead, they strive to maintain it. They evaluate success by seeing if the team has achieved what was expected.

**Definition of leadership:** The ability to influence, Direct, motivate, and control people to achieve pre-decided objectives or goals of Organization

**difference between manager and leader:**

* Leader is one who has leadership ability and skills to bring innovation, drastic changes, transformation, lead Organization
* manager is one who has management skills to manage the management or administration of Organization to achieve pre-decided objectives or goals

## ****What’s the Difference Between Leaders and Managers**?**

Leaders and managers share some essential characteristics; however, many dissimilarities make them distinct. While leadership is about building a vision for people to follow, management is looking after the day-to-day operations of a business. So, here are some more differences between leaders and managers.

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| --- | --- |
| LEADER | MANAGER |
| Leaders have missions to accomplish | Managers are goal-oriented |
| Leaders challenge the status quo | Managers maintain or try to achieve the status quo |
| Leaders are unique | Managers mimic their competitors |
| Leaders take risk | Managers avoid taking risk |
| Leaders are willing to learn and grow personally | Managers perfect existing, proven skills |
| Leaders build relationships | Managers focus on goals and objectives |
| Leaders coach people to become a better version of themselves | Managers direct people to achieve the company goal |
| Results of leadership are intangible | Results of management is measurable |
| Leadership is qualitative | Management is quantitative |
| Leaders have fans | Managers have employees |

**leadership skills:**

* problem solving skill
* communication skill
* management skill
* relationship building skill
* decision making skill
* conflict resolution skill
* Organization skill
* Motivational skill

## **What Are Leadership Qualities / QUALITIES OR TRAIT OF GOOD LEADER:**

* CONFIDENT
* COURAGEOUS
* INTELLIGENCE
* PERSISTENCE
* INTEGRITY
* EMOTIONAL STABILITY
* MOTIVATED
* RESPONSIBLE
* VISIONARY
* COMMITMENT
* GOOD COMMUNICATOR
* CHALLENGER
* SELF-DISIPLINED
* GOOD LISTENER

## **Functions Of Leadership**

### **1. Setting goals/Identifying Problems/ Designing Task**

A leader's most important function is to set goals for team members to encourage them to work confidently and enthusiastically. They also then make strategies to achieve those goals. Their motive is to create a roadmap for their team members to how to direct them on the right path and help them achieve the set goals.

### **2. Organising**

A leader's other important function is to organise the group of people into a task which they can perform effectively. They are required to know how to assign the roles to the individuals as per their ability to bring out the best from them. Thus, this function is vital to increase the team's and individual's productivity.

### **3. Take initiatives**

One of the important functions of leaders is to take initiatives in the team's interest or the organisation. Leaders are required to be confident to share their new ideas and also encourage others to do the same. They are also ensure that each individual in the group feels comfortable sharing their innovative ideas with them.

### **4. Cooperation among employees**

Leaders have to work to align the interests of the individuals with the organisation. A leader's approach plays a vital role in doing the same. They have to ensure the individuals of the group voluntarily cooperate to work towards the common objectives.

### **5. Motivation and direction**

Motivating and showing the right direction to the team or the individual is the primary function of the leader. They require to motivate the team members to work towards achieving their goals and guide them when they face difficulties during working in that direction. They also constantly encourage them by appraising their work and supporting them when required.

### **6. Liaison between workers and management**

A leader plays a very important role in acting as a link between workers and the management. They explain the policies and rules created by management to their team members and help them understand how these policies would be beneficial for them. Also, a good leader represents the expectations and interests of its subordinate in front of the management.

### **7. Policy making**

Policy making is a very important function of a leader for the smooth functioning of the work. The policies leaders make include the rules to follow for effective delivery of operations of the work. By creating policies, leaders also devise the mechanism to be followed by all team members to work towards the organisation's goals.

1. **Controlling / Corrective Actions**

## **What is formal leadership?**

Formal leadership is a circumstance in which an individual is the officially recognized head of a group or organization. This type of leadership relates to a job title, so it's the professional responsibility of formal leaders to motivate their juniors and take charge of the factors that may lead to the success of the organization, such as resource allocation and decision-making.

The CEO of a corporation is an example of a formal leader. They're responsible for directing all resources and operations and making decisions that lead the company to profitability. Also, as the highest-ranking executive of the organization, they officially have more authority than others within the company.

## **What is informal leadership?**

Informal leadership is when an individual does not have official status as a group's leader, but other group members see them as and consider them to be a leading force. Informal leaders tend to be experienced and knowledgeable, so they're the ones people seek for answers and guidance. Often, they've earned the status of informal leader by developing strong relationships with the people around them and proving themselves, through actions, to be reliable and trustworthy.

An example of an informal leader is a colleague who's well known for their intelligence, wisdom and interpersonal qualities. This person isn't necessarily a high-ranking member of the organization, but others respect them and typically go to them for advice and knowledge about procedures. In meetings, they might frequently offer actionable insights that lead to the resolution of problems. If they provide instruction, others often heed it willingly.

## ****What is the path goal theory of leadership?****

The path goal theory of leadership states that a leader’s traits and behaviors can directly affect the satisfaction, motivation, and performance of their team members. In other words, how successful a leader is can be determined by their ability to promote the contentment, goals, and skills of their subordinates. Following this, leaders should be flexible enough to complement their team members and make up for their shortcomings with certain leadership styles. The Path goal theory was first developed by Robert J. House and published in the Administrative Science Quarterly in 1971 and later updated in the Leadership Quarterly in 1996. The theory was based on the expectancy theory of motivation, the claim that an individual will act in a particular way because they expect a favorable outcome.

## ****4 Ways to apply path goal theory****

### **1. Directive**

This leadership style identifies clear objectives for the present and the future. It’s mainly based on the workplace structure and is very task-oriented. Here, the leader takes a more active role and sets definite expectations for goals and performance.

In a training setting, this can include more individualized coaching and classroom instruction as opposed to freestyle, self-paced learning. Larger training objectives can be divided into manageable steps with checkpoints along the way. The directive strategy also makes use of incentives for success and sanctions for non-compliance.

### **2. Supportive**

In this and the following styles, things like respect, trust, and association among team members are considered. Team leaders are approachable and should show sincere concern for their team members’ problems.

Providing training naturally falls into the scope of supporting others. As a trainer or instructor, you should care about your employees’ needs and wants to support them in achieving their professional development goals. One way of doing this is to make your training available for self-directed learning. Make it simple for them to find courses like [new manager training courses](https://www.edapp.com/course-collection/new-manager-training-courses) and [professional development training courses](https://www.edapp.com/course-collection/professional-development-training-courses) that they need at any time, as well as provide timely support and guidance when necessary.

### **3. Participative**

When you use participative path goal theory in your training sessions, you give your employees a way to engage with the training program by involving them in goal setting. This leadership style relies heavily on input and feedback, so encourage them to create notes, share courses, and give opinions to each other.

This is achievable with social learning technologies that are available on most modern learning management systems (LMS). Your workers will be free to engage with and imitate their colleagues as a result. The informal peer network’s activity stream can promote friendly competition and self-directed study.

### **4. Achievement-oriented**

This achievement-oriented behavior is used by leaders who demand a lot from their team members. It’s often also referred to as the theory of goal-setting. For this strategy to be effective, leaders must project confidence in their team’s ability to overcome obstacles.

Set the bar high when it comes to employee training initiatives. Make a list of the courses you require to be completed by your employees and give them a deadline. Connect your courses to a more important objective, project, or priority. Even if the timeframe is short, be sure to say that this is an achievable goal.

# **Theory X and Theory Y**

In **1960, Douglas McGregor** formulated Theory X and Theory Y suggesting two aspects of human behaviour at work, or in other words, two different views of individuals (employees):

one of which is negative, called as Theory X and

the other is positive, so called as Theory Y

According to McGregor, the perception of managers on the nature of individuals is based on various assumptions.

### **Assumptions of Theory X**

An average employee intrinsically does not like work and tries to escape it whenever possible.

Since the employee does not want to work, he must be persuaded, compelled, or warned with punishment so as to achieve organizational goals. A close supervision is required on part of managers. The managers adopt a more dictatorial style.

Many employees rank job security on top, and they have little or no aspiration/ ambition.

Employees generally dislike responsibilities.

Employees resist change

An average employee needs formal direction.

### **Assumptions of Theory Y**

Employees can perceive their job as relaxing and normal. They exercise their physical and mental efforts in an inherent manner in their jobs.

Employees may not require only threat, external control and coercion to work, but they can use self-direction and self-control if they are dedicated and sincere to achieve the organizational objectives.

If the job is rewarding and satisfying, then it will result in employees’ loyalty and commitment to organization.

An average employee can learn to admit and recognize the responsibility. In fact, he can even learn to obtain responsibility

Thus, we can say that Theory X presents a pessimistic view of employees’ nature and behaviour at work, while Theory Y presents an optimistic view of the employees’ nature and behaviour at work. If correlate it with Maslow’s theory, we can say that Theory X is based on the assumption that the employees emphasize on the physiological needs and the safety needs; while Theory X is based on the assumption that the social needs, esteem needs and the self-actualization needs dominate the employees.

**McGregor views Theory Y to be more valid and reasonable than Theory X**. Thus, he encouraged cordial team relations, responsible and stimulating jobs, and participation of all in decision-making process.

### **Implications of Theory X and Theory Y**

* Quite a few organizations use Theory X today. Theory X encourages use of tight control and supervision. It implies that employees are reluctant to organizational changes. Thus, it does not encourage innovation.
* Many organizations are using Theory Y techniques. Theory Y implies that the managers should create and encourage a work environment which provides opportunities to employees to take initiative and self-direction. Employees should be given opportunities to contribute to organizational well-being.

Theory Y encourages decentralization of authority, teamwork and participative decision making in an organization. Theory Y searches and discovers the ways in which an employee can make significant contributions in an organization. It harmonizes and matches employees’ needs and aspirations with organizational needs and aspirations.

**Modern Theories of Leadership**

1. **Charismatic Leadership Theory**

Charismatic management or leadership is a form of professional guidance or management built on a foundation of strong communication skills, persuasiveness, and maybe even a little bit of charm to help them get the most out of everyone that works for them. They tend to be passionate, have charisma (hence the charismatic title), and have strong convictions with a deep connection to the work that they’re doing—which, in turn, inspires the same conviction in others. Because of a charismatic leader’s intense commitment to their work, they tend to evoke strong emotions from their followers and teams. This encourages devotion, action, and strong problem-solving skills.

## ****What is transformational leadership?****

The transformational leadership approach encourages, inspires, and motivates employees to innovate and create the change necessary to shape the future success of the company. This is accomplished by setting an example at the executive level through authenticity, a strong sense of corporate culture, employee ownership, and independence in the workplace. Transformational leaders are [change agents](https://www.cio.com/article/305881/cio-change-agents-lessons-from-the-front-lines-of-it-transformations.html) in the business, who can identify innovative and shifting trends in technology, and then help the organization embrace that change.

Transformational leaders inspire and motivate their workforce without micromanaging — they trust trained employees to take authority over decisions in their assigned jobs. It’s a management style that’s designed to give employees more room to be creative, look to the future, and find new solutions to old problems. Employees on the leadership track will also be prepared to become transformational leaders themselves through mentorship and training.

## Transformational leadership examples

[Harvard Business Review](https://hbr.org/2017/05/what-the-best-transformational-leaders-do" \t "/home/pandimaharaja/Documents\\x/_blank) analyzed companies on the S&P and Fortune Global 500 list to uncover the best examples of transformational leadership. These businesses were judged on “new products, services and business models; repositioning its core business; and financial performance.”

* ****Jeff Bezos, Amazon:****Harvard Business Review attribute’s Bezos’ “insider, outsider” status as part of what makes him a great transformational leader. As someone who jumped from the finance world, he brought a fresh perspective to e-commerce through years of experience in a different industry.
* ****Reed Hastings, Netflix:****Hastings tied for first alongside Bezos, and for similar reasons. Hailing from the software industry, he wasn’t rooted in pre-established process and procedure in the television industry.
* ****Jeff**** ****Boyd and Glenn Fogel, Priceline:****Boyd and Fogel reinvented travel reservations by charging lower commission fees on reservations, but focused on smaller niche markets (inns, B&Bs, and apartments), eventually spawning Booking.com.
* ****Steve Jobs and Tim Cook, Apple:****HBR points to Apple as an example of “dual transformation”: Jobs innovated on original Microsoft products while also building a software ecosystem. Cook has extended on Jobs’ vision, maintaining a focus on innovation, software, and brand loyalty.
* ****Mark Bertolini, Aetna:****Bertolini is known for his realistic management approach in the healthcare industry. He says his goal is to build strategies around a realistic vision of the future.
* ****Kent Thiry, DaVita:****Thiry managed to take a bankrupt company and turn it into a thriving business through firm core values that included “service excellence, teamwork, accountability and fun,” according to Harvard Business Review.
* ****Satya Nadella, Microsoft:****Nadella started at Microsoft in 1992 and worked his way up the corporate ladder, eventually running the business’ cloud computing efforts, which landed him the executive position.
* ****Emmanuel Faber, Danone:****Faber started out as an architect for Danone and earned the CEO job after he helped develop the company’s vision to turn the company into a sustainable health and nutrition company.
* ****Heinrich Hiesinger, ThyssenKrupp:****Hiesinger become CEO of ThyssenKrupp in 2011 and helped alleviate pressure from Asian competitors in the steel market by embracing newer forms of manufacturing, including 3D printing — “new growth areas” that now make up 47% of the business’ sales.

**LEADERSHIP STYLE BASED ON BEHAVIORAL THEORIES**

# **What is Autocratic Leadership?**

The purpose of the autocratic leadership style is to establish centralized control and use that control to achieve desired results, whether this be for a for-profit corporation or nonprofit organization.

Adolf Hitler, Napoleon Bonaparte, Queen Elizabeth I, and Vladimir Putin have in common? They are all examples of autocratic leadership—when one leader exercises complete, authoritarian control over a group or organization—or in the case of these famous autocrats, vast empires. Leaders who use the autocratic style typically make all the decisions with little to no input from others. It’s important to distinguish dictators from these leaders. All dictators are autocratic leaders, but not all autocratic leaders are necessarily dictators. Autocratic leaders are not in the business of using their power for oppression, instead this leadership style is more focused on power for pushing the group forward.

They are categories of autocratic leaders

1. Strict Autocratic
2. Benevolent Autocratic
3. Incompetent Autocratic

## **Characteristics of Autocratic Leaders**

Wondering if you’ve experienced autocratic leadership—or whether you’re an autocratic leader yourself? There are four key traits of autocratic leaders:

1. The leader accepts limited to no input.
2. The leader makes all the decisions.
3. The leader directs their team’s methods and processes.
4. The leader creates structured and often rigid environments.

#### Pros.

When urgent decisions need to be made quickly. With the responsibility falling on the top person in charge, there’s no need to get input from team members. The autocratic leader makes the proverbial executive decision and—boom—the process moves forward.

When work performance needs to be closely monitored. Keeping a watchful eye on employees ensures tasks are performed efficiently and effectively—and makes it easy to quickly identify problem areas in the workflow and take corrective action.

When strict coordination of processes is crucial to productivity. With complex decision-making left to the leader, employees can focus on their specific responsibilities. Again, this speaks to high efficiency.

#### Cons.

High turnover. Not giving employees a voice in company matters is bound to dampen morale, decrease productivity, and send them searching for other opportunities.

Resistance to change. An effective leader needs to be flexible and adaptable to change. Autocratic leaders might be resistant to this because they are so used to  doing things one way: their way.

Little room for initiative and cooperation. An autocratic leadership work environment is not for the individual who thrives on collaboration and taking initiative. Employees who are proactive and knowledgeable about their role could find it challenging to work in an environment that doesn’t encourage contribution of their best skills.[Empathetic leadership](https://www.wgu.edu/blog/empathetic-leadership-skill-innate-trait1911.html) would be a much better fit. This leadership style is practically the polar opposite of autocratic leadership. An empathetic leader sees great value in making strong emotional connections with their employees.

## **Examples of Autocratic Leaders**

Many empire builders and leading figures throughout history have been autocratic leaders—including Genghis Khan and Margaret Thatcher— however, we’ll provide two more recent examples of autocratic leadership: Richard Nixon and Elon Musk.

While Nixon was a complex leader and person, many of his major presidential decisions were characterized by his leadership style. Regarded as a foreign affairs expert, President Nixon often did not trust the advice of others, regardless of their expertise, and relied on his own experience and desires to make decisions, which were then conveyed to his staff and the U.S. military.

Elon Musk exemplifies the creative side of autocratic leadership. While Musk’s business ventures have been driven by his unique vision, Musk takes very little input and often makes impulse decisions that haven’t been vetted by team members. For example, Musk’s infamous 2018 tweet in which he announced he’d be taking Tesla private got Musk in still-unresolved trouble with the SEC.

## What Is a Participative Leader?

A participative leader takes into account the perspective of everyone on the team and encourages each team member's involvement in the process. This allows everyone to be on the same page and provides a sense of fulfillment in having contributed to the team's success.

"Being a participative leader means that you involve your entire company in how decisions are made," said Hays Bailey, CEO of Melbourne, Australia-based workforce technology firm [Sheqsy](https://sheqsy.com/" \t "/home/pandimaharaja/Documents\\x/_blank). "You should be providing the necessary information that is influential in the decision-making process and encouraging everyone to provide their input."

Participative leadership also places importance on keeping employees informed and aware of the value of their contributions. If applied properly, it encourages a free flow of ideas, improves morale and boosts employee retention.

## **Participative leadership style advantages**

There are various advantages to using a participative leadership style when making organizational decisions and implementing new strategies to address existing issues. Here are some of the most significant advantages explained:

### **Increased connection and buy-in**

When employees have a connection to their organization's decisions, they may feel more satisfied and focus on being productive in their role. In addition, since participative leadership is a democratic process, employees may buy into decisions and their implementations more easily through this style. This type of engagement can be highly beneficial to an organization's ability to meet objectives.

### **More effective problem-solving**

Since participative leadership takes various perspectives and ideas into account, leaders can access more options in the problem-solving process. Employees may feel empowered to share their points of view with this type of leadership style than otherwise, offering more input in the long term. From here, organizations may become more effective at identifying solutions to problems overall.

### **Enhanced trust and respect**

In most cases, a participative leadership style focuses on fully considering all stakeholders' perspectives and incorporating them into decisions. When employees collaborate on decision-making processes with other stakeholders, such as coworkers and organizational leaders, they may be able to foster an environment of increased trust and respect. From here, organizations can cultivate a more sustainable and satisfying workplace.

### **Focus on organizational values**

When leaders choose to employ a participative style, they may focus more heavily on promoting organizational values and ethics. This is because participative leadership is a democratic process based on the moral and fundamental belief that all stakeholders should be able to influence a decision that affects them. By taking others' perspectives into account, leaders can more easily make decisions with attention to maintaining important values.

### **Higher rates of leadership competency**

Participative leadership allows employees to hold managers and supervisors accountable for the decisions they make and the actions they take. This ultimately offers leaders the opportunity to challenge themselves and achieve growth to become more competent in the interest of their teams. With this, while participative leadership processes can be a significant undertaking, they can help leaders hone their skills more effectively.

### **Stronger teams**

Most organizations seek to improve their teams' ability to collaborate with one another and work together to achieve high-level objectives. This task is only possible when teams have a strong bond and can depend on one another. Participative leadership can offer consistent opportunities for team building and improve a team's sense of trust, reliability and strength overall.

### **Adaptability in making decisions**

Many leaders need to develop their ability to be adaptable in the face of various high-level decisions and organizational transitions. In addition, when teams are adaptable, they can more easily make shifts in their work and adjust to meet expectations. By involving teams in decision-making procedures, leaders can help develop a team's adaptability as they work together on solution-oriented processes.

### **Better team member contributions**

When leaders are transparent about organizational decisions, employees can gain access to more knowledge than otherwise possible. Through this, they can foster a better understanding of their roles and what leaders expect of them. From here, employees may be able to offer the contributions necessary to garner success.

## **Participative leadership style disadvantages**

While there are many advantages to employing a participative leadership style, this process may present a few challenges in its implementation. Here's a brief outline of potential disadvantages and tips for overcoming them when executing a participative leadership style:

### **Increased time costs**

Since participative leadership decision-making takes all stakeholder perspectives into account, it can be a lengthy process compared to standard leadership styles. To avoid increased time costs, leaders can focus on developing their facilitation skills to more effectively moderate a discussion about a decision. In addition, leaders may be able to prioritize certain types of decisions independently and designate others for participative processes.

### **Inapplicability in high-stakes situations**

Participative leadership works well in situations that offer enough time to complete a full discussion and hear from all team members. In emergency situations, though, participative leadership may be impractical. Therefore, it can be helpful for leaders to reserve the right to make independent decisions in situations that require immediate attention.

### **Decision-making stalemates**

When various stakeholders contribute their perspectives in a decision-making process, it can result in a highly nuanced discussion that distracts from the matter at hand. This level of nuance may lead to stalemates in which a team doesn't reach a verdict within a reasonable timeframe. To overcome this, leaders can implement time limits on discussions or facilitate multiple small group discussions to be more efficient in reaching a consensus.

### **Lack of accountability**

Accountability is an important part of the decision-making process and leaders often must take responsibility for inadequate decisions. When all stakeholders contribute ideas through participative leadership, though, holding individual team members accountable can be a challenging task. To address this lack of accountability, leaders can foster a blame-free, solution-oriented team environment in which accountability is owned collectively.

**WHAT IS FREE REIN LEADERSHIP STYLE**

**Free-rein leadership, also called Laissez-Faire, is a type of leadership style in which leaders are hands-off and allow group members to make the decisions. Mangers set objectives and employees are free to do whatever is appropriate to accomplish those objectives. The traits managers need in such an organization include warmth, friendliness, and understanding.  Free-rein is often the most successful style concerning the organization in which managers supervise doctors, engineers, professors, and other professionals.**

## **Significance of Free Rein leadership**

Under Free Rein Leadership, employees usually carry out their responsibilities and duties independently. They also get to solve specific problems on their own, thus enhancing their critical thinking and decision-making ability; it will allow them to multiply in their fields and advancement in the company and develop their skills and ideas on their own. Freedom to do so will enable them to make more informed decisions that don't even need to be monitored. Also, in this laissez-faire leadership, the leader allows his employees to do whatever they want. The only thing is they have to achieve the task. Employees are given an objective. But, if they should work 24 hours or two days a week, it is up to them. Same with working from home or at the office.

****Characteristics for free rein leadership****

* Trust among staff.
* System of independent decision-making.
* Decentralized authority.
* The self-control of employees.
* Leaders provide very little guidance.
* Leaders make the necessary tools and resources available.
* Group members are expected to tackle problems independently.

****Advantages of laissez-faire leadership****

Employees are highly motivated by laissez-faire leadership. They aren't motivated by specific expectations or instructions; instead, they are motivated by their thoughts and ideas. They know they have autonomy over their part of the project and feel excited about showing what they can do. Laissez-faire means that subordinates are accountable for their work. This is a great way to ensure that they do the best they can—ultimately, they are on the line for their project, so they want to do the best job possible. ****It encourages personal growth.**** Because leaders are so hands-off in their approach, employees have a chance to be hands-on. This leadership style creates an environment that facilitates growth and development. ****It allows for faster**** decision-making. Since there is no micromanagement, employees under laissez-faire leadership have the autonomy to make their own decisions. They can make quick decisions without waiting weeks for an approval process.

****Disadvantages of laissez-faire leadership****

**Lack of role clarity:** In some situations, the laissez-faire style leads to poorly defined roles within the group.7 Since team members receive little to no guidance, they might not be sure about their position within the group and what they are supposed to be doing with their time.

**Poor involvement with the group:** Laissez-faire leaders are often seen as uninvolved and withdrawn, leading to a lack of cohesiveness within the group. Since the leader seems unconcerned with what is happening, followers sometimes pick up on this and express less care and concern for the project.

**Low accountability:**Some leaders take advantage of this style to avoid responsibility for the group's failures. When goals are not met, the leader can blame team members for not completing tasks or living up to expectations.

**Passivity:** At its worst, laissez-faire leadership represents passivity or outright avoidance of authentic leadership. In such cases, these leaders do nothing to motivate followers, don't recognize the efforts of team members, and make no **attempts at involvement with the group.**

**What Is the Blake Mouton Grid?**

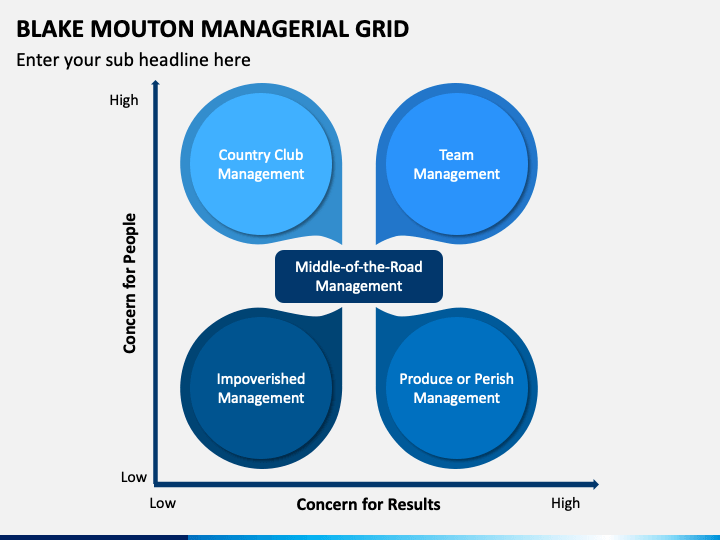
The Blake Mouton Grid plots a manager's or leader's degree of task-centeredness versus their person-centeredness, and identifies five different combinations of the two and the leadership styles they produce. It's also known as the Managerial Grid, or Leadership Grid, and was developed in the early 1960s by management theorists Robert Blake and Jane Mouton.

The model is based on two behavioral dimensions:

**Concern for People:** this is the degree to which a leader considers team members' needs, interests and areas of personal development when deciding how best to accomplish a task.

**Concern for Results:** this is the degree to which a leader emphasizes concrete objectives, organizational efficiency and high productivity when deciding how best to accomplish a task.

Blake and Mouton defined five leadership styles based on these, as illustrated in the diagram below.



**1. Impoverished Management – Low Results/Low People**

The Impoverished or "indifferent" manager is mostly ineffective. With a low regard for creating systems that get the job done, and with little interest in creating a satisfying or [motivating team environment](https://www.mindtools.com/ah0wie1/creating-an-energizing-work-environment" \t "/home/pandimaharaja/Documents\\x/_blank), this manager's results are inevitably disorganization, dissatisfaction and disharmony.

**2. Produce-or-Perish Management – High Results/Low People**

Also known as "authoritarian" or "authority-compliance" managers, people in this category believe that their team members are simply a means to an end. The team's needs are always secondary to its productivity.

This type of manager is autocratic, has strict work rules, policies and procedures, and can view punishment as an effective way of motivating team members. This approach can drive impressive production results at first, but low team morale and motivation will ultimately affect people's performance, and this type of leader will struggle to retain high performers.

They probably adhere to the Theory X approach to motivation, which assumes that employees are naturally unmotivated and dislike working. A manager who believes people are self-motivated and happy to work is said to follow Theory Y. You can learn more about these theories in our article, [Theory X and Theory Y](https://www.mindtools.com/adi3nc1/theory-x-and-theory-y" \t "/home/pandimaharaja/Documents\\x/_blank).

**3. Middle-of-the-Road Management – Medium Results/Medium People**

A Middle-of-the-Road or "status quo" manager tries to balance results and people, but this strategy is not as effective as it may sound. Through continual compromise, they fail to inspire high performance and also fail to meet people's needs fully. The result is that their team will likely deliver only mediocre performance.

**4. Country Club Management – High People/Low Results**

The Country Club or "accommodating" style of manager is most concerned about their team members' needs and feelings. They assume that, as long as their people are [happy](https://www.mindtools.com/ar0vlws/building-a-positive-team" \t "/home/pandimaharaja/Documents\\x/_blank) and secure, they'll work hard.

What tends to be the result is a work environment that is very relaxed and fun, but where productivity suffers because there is a lack of direction and control.

**5. Team Management – High Production/High People**

According to the Blake Mouton model, Team Management is the most effective leadership style. It reflects a leader who is passionate about their work and who does the best they can for the people they work with.

Team or "sound" managers commit to their organization's goals and mission, motivate the people who report to them, and work hard to get people to stretch themselves to deliver great results. But, at the same time, they're inspiring figures who look after their teams. Someone led by a Team manager feels respected and empowered, and is committed to achieving her goals.

## **Situational Leadership Model : Leadership styles**

According to [Paul Hersey](https://www.toolshero.com/toolsheroes/paul-hersey/) and [Kennet Blanchard](https://www.toolshero.com/toolsheroes/ken-blanchard/) a leader will have to adapt his type of leadership style to the level of maturity of the employee. As the maturity increases, the independence of the employee also increases accordingly. This situational approach consequently results in four leadership styles.

### **S1: Telling (Directing)**

At this level, the leader has to deal with employees that are not competent and (still) unmotivated. This may have different causes. New and/or inexperienced employees are not capable enough to carry out tasks independently. It may be experienced as threatening when an employee is not competent enough to perform a task.

This might cause him to postpone the task or do this unwillingly. Good instruction and monitoring of the entire work process would be the best style of leadership in this situation. This is also sometimes referred to as task-oriented leadership with little or no concern for human relationships and support.

The employee will receive a lot of direction from the leader when it comes to the tasks they have to fulfil. Not just the final objective is made clear, but also the steps that have to be taken along the way. That is why he needs specific instructions in the form of composed tasks. The leader makes the final decisions.

It helps to compliment the employee about progress he is making and not overburdening him with too much information at once. It is a good idea for a leader to have the employee repeat in his own words what he is supposed to do. That way, it becomes clear if the instructions have been correctly understood.

### **S2: Selling (Coaching)**

At this level the employees have a desire to work independently but they are not capable of doing this yet. They are employees who have not reached full maturity and are hindered by circumstances for example a change or a reform of the organization. This employee wants to set to work enthusiastically but he cannot work independently because of his lack of skills and knowledge.

A situation like this might make an employee insecure. By explaining his decision-making and by listening to the employee and giving him undivided attention, the leader is guiding him. This style can be compared to the consultative leadership style.

This leadership style is also called selling for a reason; the leader has to ‘sell’ the tasks to the employee and convince him that he is able to do them. Specific instructions are important here, as are communication at a level of equals.

The leader makes the decisions, but it is good if the employee asks questions and wants to know the purpose of the task. When the employee shows progress, he should be complimented to make him feel confident about his skills.

### **S3: Participating (Supporting)**

At this level, the employees are capable but (temporarily) unwilling. They are qualified workers but because of the number of tasks, they might get the idea that they are being inundated with work. This can make them insecure and reluctant. To take away this insecurity, it is important that the leader confers with the employees and supports them in their work.

By having employees participate in the decision-making process, acceptance will increase and the employees will be able to work independently again. It is also possible that a mistake has been made for which the employee blames himself. This can make him stagnate and lose confidence. That is why support from the leader is important.

The employee needs to be stimulated and has to get back the confidence to make decisions independently again. It is a good idea for the leader to give that confidence to the employee and remind him of other tasks and projects that he did do well in the past.

This type of employee can benefit from some calm, face-to-face brainstorming or sparring about a question or an issue. That increases his confidence and makes his superior someone he can talk to. The employee is allowed to take some risks and trust in his own abilities.

### **S4: Delegating**

At this level the employees can and want to carry out their tasks independently, they have a high level of task maturity as a result of which they need less support. Employees inform the leader about their progress of their own accord and at the same time they indicate when problems present themselves or when the work is stagnating. They become motivated because of their independence and as a result a leader does not have to consult with them continuously.

Delegating may seem easy, but it rarely is in practice. It is a good idea for a leader to discuss the final goal with the employee, when the task has to be (deadline) and how he plans to carry it out. It is possible to plan evaluation moments in order to monitor progress and check if everything is going according to plan.

The leader has to realise that delegating involves keeping distance; the employee is responsible for the decisions. If things go well, compliments are in order. Boosting confidence and letting go are the foundational techniques of delegating.

What is Strategic Leadership

Strategic leadership is defined as the ability to influence others to voluntarily make day-to-day decisions that enhance the long-term viability of the organization while maintaining its short-term financial stability.

Strategic leaders possess the ability to streamline processes, increase productivity, foster innovation and create an environment of creativity and initiative among employees. In today’s disruptive environment, such leaders ensure that their company maintains a competitive edge.

### **Transactional Leadership**

The transactional leaders ensure that everyone has clearly understood the expectations regarding the processes and the outcomes. They balance strategic management and leadership by measuring individual performances and motivating employees to improve performance. They use incentives such as enhanced pay, promotion and bonuses for good performance. However, they may also punish bad performance through reduced pay or job loss. Such a leading strategy may yield results but not always the optimum ones.

Most leadership styles, however, incorporate this type of strategic leadership to some extent. The degree to which a leader relies on this style determines whether he/she fits the definition of a transactional leader.

### **Transformational Leadership**

Transformational leaders combine strategy and leadership and use their vision to guide the actions and behaviors of the employees. They bring about a change in individuals as well as the organization. Such a leading strategy involves influencing others to transform themselves. The focus of this leading strategy is the benefit of the organization. The transformational leader makes their team recognize responsibilities and identify goals, and enhances their confidence. This type of strategic leadership is adaptive and inspires action.

## **Turnaround Leadership**

A “turnaround leader” (TL) is one who initiates and leads a transformation in order to improve your organization’s profitability, product performance, or overall business performance. In other words, it’s the person who uses his or her individual talents, qualities, and expertise to empower your organization’s employees and lead it from stagnation or imminent failure to prosperity.

Successful turnaround leaders are especially attuned to the unique challenges of organizations needing drastic change, not merely minor adjustments. For this reason, they are expected to be adept at working under a wide range of pressures and their leadership style should be adaptable to the circumstances of each situation.

## **What is Bureaucracy?**

Bureaucracy appertains to a team of selected individuals after a thorough and long-standing procedure. These officials carry out official matters and execute the order of business, such as policies, laws, and rules. As a result, a bureaucracy has remarkable attributes, like selective authority, professionalism, a strict command hierarchy, a book rule for decision-making, and designated responsibilities.

## **What is Bureaucratic Leadership?**

To define bureaucratic leadership in simple terms, it is a leadership style where the leader follows a thorough chain of command, delegates inflexible duties, and bears firm responsibilities with an authoritative hierarchy. Bureaucratic leadership distinguishes itself from other leadership styles with the help of a meticulous professional ranking and governing a chain of rules for management and critical thinking.

This leadership style bears phenomenal results in heavily administered institutions, large companies, and government sectors. These establishments usually have an unbending work environment and elaborate rules. However, bureaucratic leadership is a slightly debatable leadership style as it leaves no room for creativity and innovation within the management.

# Women in Leadership

Women are gradually making their leadership presence felt in entrepreneurship, administration, education, engineering, health, etc. at regional, national, and global levels. Women are now resolved to break the traditional glass ceiling that barred them from entering leadership positions even if they possessed requisite skills and talent to occupy them.

Women are constantly evolving and reaching new milestones across a wide spectrum of human activities in modern times. The world has witnessed the advent of women leaders such as Hillary Rodham Clinton, Indra Nooyi, Oprah Winfrey, Theresa May, Christine Lagarde, to name a few.

**Leadership is not gender-specific**. It is a set of leadership qualities inherent or cultivated in person or persons who develop themselves into great leaders with mass following. Leaders can be either men or women.

## Characteristics of Women Leadership

In this section, we have highlighted some of the common characteristic features of women leaders −

### Transformational Leadership Style

Women leaders are more transformational than men leaders. They function as a role model for their subordinates. They inspire their team and spend a lot of time coaching their team. They care a lot about their personal development. Women leaders emphasize teamwork and authentic communication as a key to success. For most women leaders, leadership is not meant only for accomplishing organizational goals but for transforming their followers into better people.

### Task-Focused

Women leaders are invariably focused on completion of tasks assigned within deadlines. From an operational point, completing day-to-day tasks are necessary to ensure smooth functioning of the company.

### Prefer to Work in Collegial Atmosphere

Women leaders generally prefer leading and creating flat organizational structures that enables all to work in a collegial atmosphere interpedently. Flat organizational structure overlooks the experience and knowledge of seasoned employees and the manager. Women leaders usually are critical of hierarchical structure of organization.

### Promote Cooperation and Collaboration

To work in collaboration with others is a typical feminine characteristic. Women leaders always promote cooperation and collaboration amongst the team members. In this case, all the members of the team need to be clear of their roles and responsibilities, otherwise, it results in redundant work.

### Communication Style

Women leaders tend to be participatory and possess a democratic style of leading people. They seem to abhor ‘command and control style’ practiced by male leaders. Women often times indirectly communicate their expectations of a given task and allow more space in accomplishing a goal. It sometimes helps the team members use their skills and expertise to complete the task, however, at other times it can be a drawback if the assigned task requires a leader to have direct communication with the members.

### Self-Branding

Unlike their male counterparts, women leaders often appear to be modest or silent about their own accomplishments. They are seldom good at branding themselves. However, it is necessary that women leaders learn how to brand themselves by sharing their achievements and skills with others. Unless people know or notice what they are capable of, they cannot recognize the leadership qualities of a women leader.

## Women in Leadership ─ Importance

Any institution, whether it is society or organization, in the present century cannot function effectively without women’s equal participation in leadership activities. Women create a perspective that brings to competition and collaboration to organizations and teams.

In today’s world, organizations that are led by inclusive leadership teams make effective decisions that deliver better result. In the twenty-first century, the essential qualities required to lead include the ability to collaborate, connect, empathize and communicate. All these qualities are feminine in nature and can help build a more sustainable future.

Many statistics show that companies led by women have better financial results. Leadership by women is vital to increase the pace of societal transformation at home and in the workplace. Women leaders are likely to provide an integrated view of work and family, resulting in an engaged and promising personal and professional future.

Gender parity in leadership is important because true progress cannot happen without a diversity of perspective in leadership roles.

In 2019, IBM launched its [first study on women and leadership](https://www.ibm.com/thought-leadership/institute-business-value/report/womeninleadership" \t "/home/pandimaharaja/Documents\\x/_blank). Our goal was to see if the attention and resources devoted to supporting women’s professional advancement had made a demonstrable difference in closing the gender gap. Two years have elapsed, and this past year brought a global pandemic. We wondered: how have things changed? Here’s what we learned.

****Despite increased awareness, the lagging number of women leaders has barely moved.****

If awareness is the first step to action, then it’s hard to imagine circumstances more rattling than the events of 2020. In the span of a year, the pandemic upended generations of working women globally. The disruptions brought renewed attention to the challenges women face as they endeavor to advance their careers, from the “second shift” that women work after their day jobs to the steep onramp many face when returning from a career break, and much more. These challenges are not new.

Some organizations did step up interventions over the past year, expanding access to childcare and introducing flexible work programs to accommodate women, who globally continue to bear majority responsibility for childcare and eldercare in their families. But the IBM survey found most gender-equity efforts move too slowly and, in some cases, are slipping backward.

****The shrinking pipeline:**** Since 2019, the pipeline of women leaders in India has gotten smaller.

Alarmingly, these low percentages risk shrinking further. Our data indicates, both globally and in India, the pipeline of women needed to fill open executive positions has narrowed. Fewer women hold senior vice president, vice president, director, and manager roles in 2021 than in 2019. Without effective, immediate interventions, the loss of future leadership talent poses a long-term risk for organizations and for the economy as a whole.

****The events of 2020 showed organizations can move boldly on gender equity when they want to.****

In 2017 the Indian Government passed the ['Maternity Benefit (Amendment) Act 2017’](https://paycheck.in/labour-law-india/maternity-and-work" \t "/home/pandimaharaja/Documents\\x/_blank). The act increased paid maternity leave from the then 12 weeks to current 26 weeks.

Fashion e-commerce company [Myntra](https://yourstory.com/2021/06/myntras-culture-empowering-women-professionals-grow-beyond-boundaries/amp" \t "/home/pandimaharaja/Documents\\x/_blank) has a leadership development programme specifically for women called ‘Flying Lessons’ where women at the mid-to-senior levels are groomed for leadership

positions through a structured classroom approach along with support from leaders, while on the job. Myntra Studio, the organisation’s content hub for fashion and lifestyle, has over 1,800 influencers, 70% of them women.

Payments company [PhonePe](https://www.livemint.com/companies/news/phonepe-to-increase-female-representation-in-senior-roles-to-25-11614936386414.html" \t "/home/pandimaharaja/Documents\\x/_blank), as part of its new diversity and inclusion charter, has pledged to increase the share of women in senior leadership roles, including directors and vice presidents, from 16% to 25% by December 2021.

****We keep inching our way toward gender equity, expecting breakthroughs****

Numerous studies confirm that organizations with high scores in gender equity gain not only a performance bump, but have [happier employees](https://medium.com/work-life-success/fostering-happiness-what-makes-employees-thrive-3f25e90818af" \t "/home/pandimaharaja/Documents\\x/_blank). Organizations with the most women at the top can potentially deliver share performance and profits that are close to 50% higher than those organizations with the fewest, according to [McKinsey analysis](http://mckinsey.com/featured-insights/diversity-and-inclusion/diversity-wins-how-inclusion-matters" \t "/home/pandimaharaja/Documents\\x/_blank).

Our own study found that more men who work for organizations with a higher ratio of female executives report being satisfied with their jobs versus men at companies with fewer women in top roles. These sentiments are all the more striking given that the survey was fielded during the stressful COVID-19 crisis. But despite best intentions, only a small number of companies are achieving these benefits.

# Challenges Female Leaders Face in the Workplace

## 1. Unconscious Bias

The first big hurdle many female leaders face is unconscious bias. This can be anything from a belief in gender stereotypes to subconscious attitudes about female capabilities. Bias can also manifest as preferences for women that act, speak, and dress in certain ways.

Unconscious biases about female employees are especially detrimental in management and leadership spheres. Research shows such biases can make it far more difficult (and slower) for women to [climb to executive positions](https://www.nytimes.com/interactive/2021/10/14/opinion/gender-bias.html" \t "/home/pandimaharaja/Documents\\x/_blank) than men.

Explicit bias and discrimination are illegal and frowned upon by today’s society. Still, many female leaders struggle with subconscious judgment from peers and higher-ups. Therefore, they are often less likely to get the promotion or be assigned “leadership” tasks than their male counterparts.

Tackling unconscious biases in the workplace isn’t easy. These biases are born from a variety of factors. Addressing them requires taking a hard look at how a workplace functions, then [implementing anti-discrimination training](https://www.strategypeopleculture.com/services/sexual-harassment-training/) and better equity practices.

## 2. Unequal Pay

Dr. King often spoke about [laborers’ rights and civil rights](https://www.payscale.com/compensation-trends/mlk-civil-rights-pay-equity/" \t "/home/pandimaharaja/Documents\\x/_blank). Unfortunately, pay gaps are still prevalent between men and women in the workplace.

Although the gender pay gap of the 1990s is narrowing, women in executive positions still [earn between 8% and 25% less](https://ftp.iza.org/dp1689.pdf" \t "/home/pandimaharaja/Documents\\x/_blank) than male executives in comparable positions. There are fewer female leaders than males in most businesses, but even those at the C-suite levels are often paid less than their male counterparts.

The solution to this challenge isn’t simply to pay women leaders equally, although that should certainly be a goal. It goes beyond numbers and extends into the opportunities females are presented in the workplace.

Companies need to assess how promotions are accessed and offered. In many workplaces, women are more likely to [hold lower-paid leadership positions](https://www.reuters.com/article/us-usa-companies-compensation-women/pay-gap-for-u-s-female-executives-narrows-but-persists-idUSKBN2AH1J4" \t "/home/pandimaharaja/Documents\\x/_blank), such as those in marketing or HR. As a result, these female leaders are paid less because they have smaller opportunities to break into “high-paying” C-suite positions.

To combat the gender pay gap, companies need to welcome women at all levels of leadership, including the top of the corporate ladder. Leaders today have a responsibility to push for and maintain [diverse pools for promotions and new hires](https://www.strategypeopleculture.com/blog/the-rooney-rule/). Beyond that, businesses have a duty to pay their employees equally, regardless of gender.

## 3. Difficult Expectations

As harsh as it sounds, female leaders often face lower (or different) expectations than their male counterparts. Even in senior management positions, [research from DiversityQ](https://diversityq.com/women-battle-gender-and-cultural-expectations-in-leadership-roles-1513595/" \t "/home/pandimaharaja/Documents\\x/_blank) reveals that women are more likely to report feeling forced to:

* Balance respect with likability
* Overcome preconceptions
* Deal with cultural expectations related to gender

On top of that, worldwide research still indicates women are [taken less seriously as leaders](https://www.forbes.com/sites/michelleking/2021/10/26/the-authority-gap-why-women-are-still-taken-less-seriously-than-men/?sh=7499a391634d" \t "/home/pandimaharaja/Documents\\x/_blank) than their male counterparts. They are less likely to be given “authoritative” roles and generally face lower expectations for their career advancement.

If companies truly want to promote a culture that empowers female employees, they must set the bar high enough while also managing unfair pressures. They need to give women opportunities to prove themselves as leaders through adequate promotions and assignments.

## 4. Limited Career Advancement Opportunities

Speaking of opportunities and expectations, research continually indicates women are more likely to be passed up for promotions.

This is especially true between [first and second-tier management positions](https://www.mckinsey.com/featured-insights/diversity-and-inclusion/women-in-the-workplace" \t "/home/pandimaharaja/Documents\\x/_blank). Once women reach a second-tier management position, [many struggle](https://www.strategypeopleculture.com/blog/diversity-in-leadership/) to climb to higher leadership and C-suite roles. The opportunities either aren’t presented or are more often going to male candidates.

Generally, women are less likely to know about promotions and are even less likely to actually land the positions. A [2021 study from Yale](https://insights.som.yale.edu/insights/women-arent-promoted-because-managers-underestimate-their-potential" \l ":~:text=The study, co-authored with,from being promoted is that" \t "/home/pandimaharaja/Documents\\x/_blank) found women are 14% less likely to be promoted at their companies every year and are consistently judged as having “lower leadership potential” than their male counterparts.

The best way to promote career advancement for women is to ensure equal access to promotions and new leadership positions. Mentorship programs and professional development strategies are also helpful when it comes to expanding opportunities and growing professional networks. We’ll touch on that more a little later.

## 5. Sexual or Gender-Based Harassment

Unfortunately, this is still a significant problem. Movements like “#MeToo” and new anti-harassment laws have certainly helped, but we’re a long way from totally harassment-free workplaces.

Even women in positions of power still contend with sexual and gender-based harassment. In fact, the American Academy of Arts and Sciences found that sexual harassment is [more prevalent for women supervisors](https://www.amacad.org/publication/sexual-harassment-women-leaders" \t "/home/pandimaharaja/Documents\\x/_blank) than for other women employees in the United States, Japan, and Sweden.

As more women advance to management and leadership positions, they also face the risk of:

* Sexual hostility
* Unwelcome physical actions
* Offensive remarks or innuendos
* Unwanted sexual attention

It’s estimated that up to [85% of all female employees](https://iwpr.org/wp-content/uploads/2021/08/Climbing-the-Leadership-Ladder_FINAL.pdf" \t "/home/pandimaharaja/Documents\\x/_blank) have experienced sexual harassment in their job at least once, and that number is likely higher for women in management and supervisor positions.

Many women are forced to quit jobs, change industries, or reduce their work hours to deal with the harassment. Such actions further slow their career advancement and potentially force them to miss crucial opportunities.

Fortunately, many companies are choosing to (or being forced to) implement better [anti-harassment and anti-discrimination training](https://www.strategypeopleculture.com/blog/stop-sexual-harassment-nyc/) for their employees. If we, as a society, want to combat the challenges women face in the workplace, we must place a strong emphasis on battling harassment.

## 6. Lack of Sponsorship and Mentors

To get to the top of the corporate ladder, people need sponsors that can demand opportunities and [support leadership development](https://www.strategypeopleculture.com/blog/are-leaders-born-or-made/). There are many barriers between entry-level positions and C-suite opportunities, but sponsorship can help employees break through them.

Many male executives have mentors providing such support, but research from the Harvard Business Review indicates women are [less likely to obtain sponsorship](https://hbr.org/2019/08/a-lack-of-sponsorship-is-keeping-women-from-advancing-into-leadership" \t "/home/pandimaharaja/Documents\\x/_blank). Female employees are not as likely to organically meet sponsors, and they often don’t know what steps to take to seek the full sponsorship they need.

What women can do is seek out strong leadership mentors and coaches. A mentor can be a powerful source of knowledge, help set critical goals, and keep female employees accountable for their own advancement.

At Strategy People Culture, our leadership coaches work with female leaders to help them understand their opportunities and grow their careers. We understand the hardships women face in corporate environments, and we’re happy to provide customized guidance and mentorship to leaders of all kinds.

## 7. Becoming C-Suite Members

In the United States, there’s a record number of Fortune 500 Women in C-Level positions. However, for every company run by a woman, there are [nearly 13 run by a man](https://www.glassdoor.com/blog/guide/women-in-the-workforce-statistics/" \t "/home/pandimaharaja/Documents\\x/_blank). The bottom line is those female leaders face many barriers to becoming full-fledged C-suite members, not just managers and supervisors.

A [2019 study](https://www.workingmother.com/sites/workingmother.com/files/attachments/2019/07/women_at_the_top_gender_gap_report_1.pdf" \t "/home/pandimaharaja/Documents\\x/_blank) by Working Mother and the National Association for Executives found that:

* When contending for C-suite positions, nearly half of the male candidates received detailed information and coaching for the spots – and only 15% of women received the same.
* Almost all of the surveyed women (77%) said a top barrier to gender equity was a lack of information on how to advance in their careers.
* Men are three times as likely to have been considered for profit-and-loss roles and twice as likely to have received a promotion within the last 24 months.

If businesses are going to encourage female leadership, they must provide women with access to C-suite level positions – as well as the necessary resources and support to obtain them.

One beneficial step any business can take is to perform a [workplace culture audit](https://www.strategypeopleculture.com/services/workplace-culture/). Determine how current employees (including the women) feel about their opportunities for advancement. Learn how executives feel about their positions and their ability to grow as leaders.

Many companies are unaware of the inequities and challenges women face in their workplace. The only real way to find out is to assess your workplace culture, then find ways to effectuate cultural changes and give female leaders the resources they need.

**DIFFERENT MINSETS TO DEVELOP TO BECOME TRULY GREAT LEADER**

**THE MINDSET OF POSITIVE THINKING**

**How to think positive thoughts**

Positive thinking can be achieved through a few different techniques that have been proven effective, such as [positive self-talk](https://www.healthline.com/health/positive-self-talk) and positive imagery.

Here are some tips that to get you started that can help you train your brain how to think positively.

### **Focus on the good things**

Challenging situations and obstacles are a part of life. When you’re faced with one, focus on the good things no matter how small or seemingly insignificant they seem. If you look for it, you can always find the proverbial silver lining in every cloud — even if it’s not immediately obvious. For example, if someone cancels plans, focus on how it frees up time for you to catch up on a TV show or other activity you enjoy.

### **Practice gratitude**

Practicing gratitude has been shown to reduce stress, improve self-esteem, and foster resilience even in very difficult times. Think of people, moments, or things that bring you some kind of comfort or happiness and try to express your gratitude at least once a day. This can be thanking a co-worker for helping with a project, a loved one for washing the dishes, or your dog for the unconditional love they give you.

### **Keep a gratitude journal**

[StudiesTrusted Source](https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3010965/" \t "/home/pandimaharaja/Documents\\x/_blank) have found that writing down the things you’re grateful for can improve your optimism and sense of well-being. You can do this by writing in a gratitude journal every day, or jotting down a list of things you’re grateful for on days you’re having a hard time.

### **Open yourself up to humor**

[Studies](http://www.bmrat.org/index.php/BMRAT/article/view/200" \t "/home/pandimaharaja/Documents\\x/_blank) have found that laughter lowers stress, anxiety, and depression. It also improves coping skills, mood, and self-esteem.

Be open to humor in all situations, especially the difficult ones, and give yourself permission to laugh. It instantly lightens the mood and makes things seem a little less difficult. Even if you’re not feeling it; pretending or forcing yourself to laugh can improve your mood and lower stress.

### **Spend time with positive people**

Negativity and positivity have been shown to be contagious. Consider the people with whom you’re spending time. Have you noticed how someone in a bad mood can bring down almost everyone in a room? A positive person has the opposite effect on others.

Being around positive people has been shown to improve self-esteem and increase your chances of reaching goals. Surround yourself with people who will lift you up and help you see the bright side.

### **Practice positive self-talk**

We tend to be the hardest on ourselves and be our own worst critic. Over time, this can cause you to form a negative opinion of yourself that can be hard to shake. To stop this, you’ll need to be mindful of the voice in your head and respond with positive messages, also known as positive [self-talk](https://www.healthline.com/health/mental-health/self-talk).

[Research](http://selfcontrol.psych.lsa.umich.edu/wp-content/uploads/2014/01/KrossJ_Pers_Soc_Psychol2014Self-talk_as_a_regulatory_mechanism_How_you_do_it_matters.pdf" \t "/home/pandimaharaja/Documents\\x/_blank) shows that even a small shift in the way you talk to yourself can influence your ability to regulate your feelings, thoughts, and behavior under stress.

Here’s an example of positive self-talk: Instead of thinking “I really messed that up,” try “I’ll try it again a different way.”

### **Identify your areas of negativity**

Take a good look at the different areas of your life and identify the ones in which you tend to be the most negative. Not sure? Ask a trusted friend or colleague. Chances are, they’ll be able to offer some insight. A co-worker might notice that you tend to be negative at work. Your spouse may notice that you get especially negative while driving. Tackle one area at a time.

### **Start every day on a positive note**

Create a ritual in which you start off each day with something uplifting and positive. Here are a few ideas:

* Tell yourself that it’s going to be a great day or any other positive affirmation.
* Listen to a happy and positive song or playlist.
* Share some positivity by giving a compliment or doing something nice for someone.

**How to think positive when everything is going wrong**

Trying to be positive when you’re grieving or experiencing other serious distress can seem impossible. During these times, it’s important to take the pressure off of yourself to find the silver lining. Instead, channel that energy into getting support from others.

Positive thinking isn’t about burying every negative thought or emotion you have or avoiding difficult feelings. The lowest points in our lives are often the ones that motivate us to move on and make positive changes.

When going through such a time, try to see yourself as if you were a good friend in need of comfort and sound advice. What would you say to her? You’d likely acknowledge her feelings and remind her she has every right to feel sad or angry in her situation, and then offer support with a gentle reminder that things will get better.

**Side effects of negative thinking**

Negative thinking and the many feelings that can accompany it, such as pessimism, stress, and [anger](https://www.healthline.com/health/why-am-i-so-angry), can cause a number of physical symptoms and increase your risk of diseases and a shortened lifespan.

Stress and other negative emotions trigger several processes in our bodies, including stress hormone release, metabolism, and immune function. Long periods of stress increase inflammation in your body, which has also been implicated in a number or serious diseases.

Some of the symptoms of stress include:

* [headache](https://www.healthline.com/health/headache)
* [body aches](https://www.healthline.com/health/body-aches)
* [nausea](https://www.healthline.com/symptom/nausea)
* [fatigue](https://www.healthline.com/symptom/fatigue)
* [difficulty sleeping](https://www.healthline.com/symptom/difficulty-sleeping)

Cynicism, stress, anger, and hostility have been linked to a higher risk of:

* heart disease
* [heart attack](https://www.healthline.com/health/heart-attack)
* stroke
* [dementia](https://www.healthline.com/health/dementia)

**When to seek medical help**

If you’re feeling consumed by negative thoughts and are having trouble controlling your emotions, see a doctor. You may benefit from medical help, such as positive psychology or therapy. Persistent negative thoughts can be caused by an underlying psychiatric condition that requires treatment.

### **The Importance of a Positive Mindset for Leadership**

As important as a positive mindset is for the rank-and-file, it’s easy to see why it is vital for those in a position of leadership.

Researchers Hannah, Woolfolk, and Lord (2009) outlined a framework for [positive leadership](https://positivepsychology.com/positive-leadership/) that rests on the idea that leaders with a positive [self-concept](https://positivepsychology.com/self-concept/) (a positive idea of who they are and a habit of thinking positively about themselves) are more able to bring the “right stuff” to their leadership role.

In their theory, a [leader](https://positivepsychology.com/positive-leadership/) with a positive mindset is not only more likely to be actively engaged and to perform at a high level, he or she is also more able to influence followers toward a more positive mindset through role modeling and normative influence.

A study completed around the same time provides support for the relationship between leader and follower positivity; trust in management influenced positive PsyCap, which had a big impact on performance for leaders and followers (Clapp-Smith, Vogegesang, & Avey, 2008).

Further, trust in management was linked to positive leadership and performance. While trust in management isn’t necessarily indicative of a positive mindset in both leader and follower, it is certainly a likely outcome of a generally positive attitude in the workplace.

## **Why is a Positive Attitude Considered the Key to Success?**

Now we know a little bit more about what a positive mindset looks like, we can turn to one of the biggest questions of all: What’s the deal with having a positive attitude?

What is it about having a positive mindset that is so important, so impactful, so life-changing?

Well, the [traits and characteristics](https://positivepsychology.com/character-traits/) listed above give us a hint; if you comb through the literature, you’ll see a plethora of benefits linked to optimism, resilience, and mindfulness.

You’ll see that awareness and integrity are linked to better [quality of life](https://positivepsychology.com/good-life/), and acceptance and gratitude can take you from the “okay life” to the “good life.”

THE MINDSET OF TAKING RESPONSBILITY FOR OUR EMOTION

# **How To Take Responsibility For Your Emotions**

## **Affect Vs. Emotion**

To accurately answer this question, we must first distinguish between affect and emotion.

Affects are the forces that precede, produce, and inform our experiences. Affect is pre-personal and pre-subjective; it’s the result of forces acting on us. In the scenarios above, affect is the pre-subjective experience we have as a result of the situational factors; e.g. long line, slow order ahead of you, clock ticking, your daughter sitting next to you. Affect isn’t what you feel, so much as it is what forces you to feel. Affect usually involves a pre-conscious physiological response, like increased heart rate or butterflies in your stomach.

Emotions are personal experiences or states, like anger, disgust, fear, happiness, sadness, and surprise: these are the six basic emotions cataloged by the psychologist Paul Ekman in his 2012 book, [Emotions Revealed.](https://www.amazon.com/Emotions-Revealed-Second-Recognizing-Communication/dp/0805083391" \t "/home/pandimaharaja/Documents\\x/_blank) Emotions are a result of your own interpretation of affect, the meaning you ascribe to it, how you label it.

## **Avoiding Your Emotional Responsibility**

So why do people so frequently blame others for their emotions?

“She made me mad.”

“You really hurt my feelings.”

“That triggered me.”

Similarly, why do we invite others to avoid their own emotional responsibility?

“How did that make you feel?”

“I’m sorry I hurt your feelings.”

## **Myth-Based Emotional Labels**

And then there are all the emotion words that imply we aren’t responsible for our feelings.

Disrespected, hurt, put-upon, triggered, fazed, bothered by, humiliated, patronized, hooked.

Life happens. People do stuff. These things can definitely cause affective states and push our buttons. But your feelings belong to you. Only you. Your emotions are a result of how you interpret and interact with what happens to you and around you.

**Solution for Emotional Responsibility**

It’s OK to identify how you feel, give it a name, and express it in an authentic way.

Instead of looking outward for someone or something to blame, look inward and take responsibility for how you arrived at your emotion.

It’s OK to confront unwanted behavior, but stop blaming others for your feelings.

Eliminate myth-base emotional labels from your vocabulary.

Remember, no matter what happened to you, you are 100% responsible for what you do next.

Example in scenario 1 above: “I feel anxious and worried that I will be late to the meeting today. I really want to do a good job and impress my team. What is the best next choice I can make?”

Example in scenario 2 above: “I feel relaxed and happy. I am with one of my favorite people and I’m not in a hurry. I will continue to enjoy our conversation while I wait.”

## **Benefits of Taking Responsibility for Your Emotions**

Others get less defensive and are more likely to support you if you don’t blame them.

It helps you separate the person from the behavior, which is especially important during conflict. Trying to confront someone about behavior is hard enough already.

It demonstrates that you are willing to share responsibility instead of pointing fingers.

This is a foundational first step for developing emotional intelligence.

**THE MINDSET OF PURITY OF INTENTION**

What does “pure intentions” mean?

The expression is commonly used in relationships, and it refers to the intention to love in a way that is unconditional and selfless.

****Someone with pure intentions loves genuinely and regardless of what the other person may think of them. There are no expectations, no ulterior motives, and no need for control.****

Dreams don’t come true”. The author writes it quite a few times in the book.

The idea is to convince the reader of the fact that, despite what we might have been told, chances of achieving success *decrease* if your desire is intense.

Why is this? Because according to Transurfing, desire is just the same as doubt, **[fear](https://agreatmood.com/write-down-your-fears/)**, indecisiveness, guilt, or overconfidence.

You would agree that if you are too indecisive, or if you are afraid of achieving the goal you are trying to pursue, that would lower chances of success dramatically.

Well, it turns out that desire, from an energetic point of view, is a very similar feeling. ****Desire makes the goal seem important and distant, often to the point where it becomes unattainable****.

So, how do you use this to your advantage? The concepts explained in Reality Transurfing are too many and often too complex for me to sum them up in a few paragraphs here.

But in short, if you strongly desire something and you have made it your main goal, be consciously aware of the ****emotions generated by your desire****.

Does your desire create an invisible wall between you and your goal? And what about the goal itself? If it seems unreachable, that will probably be the case.

Think of desire as if it was the same as fear. Just like fear can easily lead to **[self sabotage](https://agreatmood.com/self-sabotage-quotes/)** and failure, desire pushes you further away from success.

Of course, you should be excited about your dreams and goals. Of course, you should be taking action toward them.

But according to Transurfing, this should be done in a calm, relaxed manner; as if the goal was part of your life already.

****Had you already achieved what you want in life, there would be no desire****. You would enjoy life, but there would be *no desire* because your goal would truly belong to you.