

CO-OPERATIVE LEADERSHIP

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Meaning

- A leader is someone who can influence others to accomplish managerial goals
- *Leadership refers to the quality of the behaviour of the individual whereby, they guide people on their activities in organised efforts”*
 - “Chester I Bernard”

Factors of leadership

- Leader
 - Must have a honest understanding of who you are, what you know and what you can do
 - It is the followers that determines if the leader is successful or not,
- Follower
 - Different people require different styles of leadership
- Communication
 - Two way communication
- Situation
 - All the situations are different
 - What you do in one situation may not always work in another

Principles of leadership

- Know yourself and self improvement
- Be technically proficient
- Seek and take responsibility for your actions
- Make sound and timely decisions
- Set the example (be a good role model)
- Know your people and look out for their well being
- Keep your workers informed
- Develop a sense of responsibility in your workers
- Ensure that the tasks are understood, supervised and accomplished. (communication is the key)

Co-operative leadership

- A co-operative organisation is a dynamic unit
- The role of leadership in a co-operative undertaking would be to ensure that the undertaking not only proves a successful enterprise, but also is carried on in accordance with the principle of co-operation.
- In the absence of leadership there is no organised movement.

Qualities of leader of a co-operative society

1. Character
2. Intelligence
3. Temperament
4. Dedication
5. Courage
6. Broader vision
7. Clear understanding
8. Knowledge
9. Sympathy
10. commonsense

Functions of a leader in a co-operative society

- Just like a *teacher*
 - *Initiator*
 - *Encourager*
 - *He has to set out the tasks before the members and motivate them to take action in an organised manner*
 - *Encourages the people living in the surrounding areas of the co-operative society to become its members*
 - *Suggester (formulation of policies)*
 - *Implementer*
 - *Translate the policies into actions*

Importance

- It is a **transactional event** that occurs between the leader and followers
- It involves **influence**. It is concerned with how the leader affects followers
- Leadership occurs **in group**. The leader influences the group for a common purpose
- Leadership **emphasizes the goals**. i.e. has to do with directing a group of individuals towards accomplishing some task.
- Leaders and followers are **involved together in** the leadership process.
- The concept of **Power** is related to leadership. Power is the capacity or the potential to influence.

Types of leadership / Leadership theories

- Early leadership theories
 - Trait theories
 - Behavioural theories (4)
- Contingency theories of leadership
 - The fiedler model
 - Hersey and Blanchards' situational leadership theory
 - Leader participation model
- Contemperory leadership models
 - Transformational – transactional leadership
 - Charismatic- visionary leadership
 - Team leadership

Types of leadership / Leadership theories

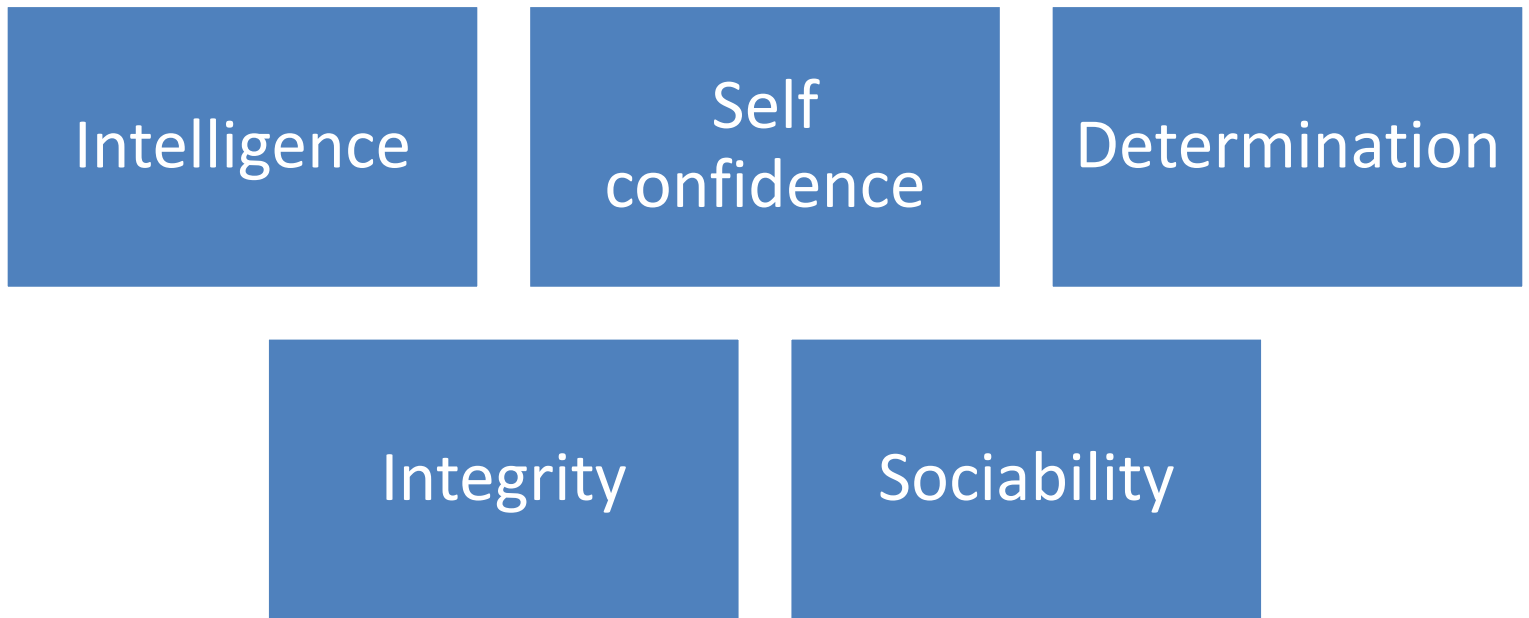
- Early leadership theories

- **Trait theories**

They focused on identifying the innate qualities and characteristics possessed by great social, political and military leaders.

-contributors- **Stogdill, Mann, Alliger, Kirkpatrick and Locke**

Major leadership traits

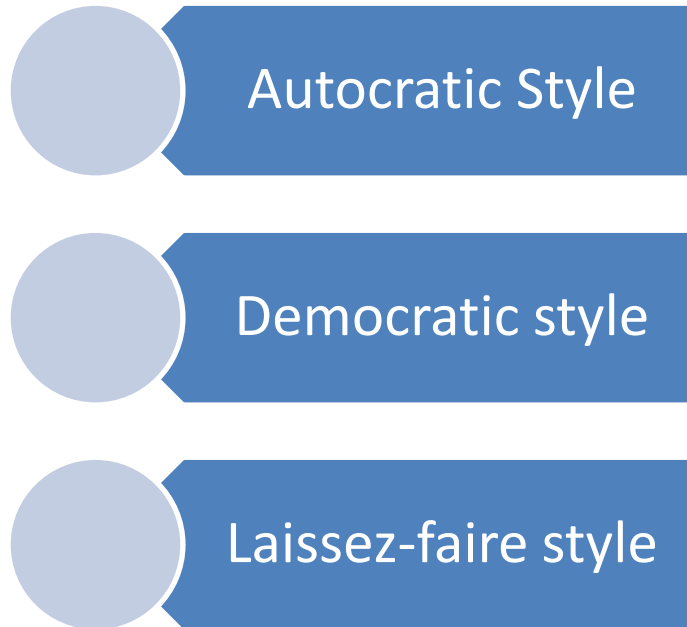


- Behavioural theories

Four main leader behaviour studies

1. University of Iowa studies

Kurt Lewin and his associates



- ***Autocratic Style***
 - A leader who typically tended to **centralise authority, dictate work methods, make unilateral decisions and limit employee participation**
- ***Democratic style***
 - Leader who intended to **involve employees** in decision making, **delegate authority, encourage participation in deciding work methods** and goals and **use feedback as an opportunity for coaching employees**
- ***Laissez-faire style***
 - Leader generally **gave the group complete freedom** to make decisions and complete the work in whatever way it saw fit.

The Ohio state studies

- Two important dimensions of leader behaviour
 - Initiating structure (*the extent to which a leader defined and structured his or her role and the roles of group members in search for the goal achievement*)
 - Consideration (*the extent to which a leader had job relationships characterised by mutual trust and respect for group members' ideas and feelings*)

University of Michigan studies

- Employee oriented leadership
 - Emphasising interpersonal relationship, personal interest in the needs of their followers and accepted individual differences among group members)
- The production oriented leaders
 - Emphasise the task or technical aspects of the job, were concerned mainly with accomplishing their group's tasks and regarded the group members as a means to end)

Managerial Grid

- Two dimensional grid
 - Concern for people
 - Concern for production

Ranking them on a scale from 1 (low) to 9 (high)

Contingency theories of leadership

- Being an effective leader requires not only an understanding of the traits and behaviours, but an understanding of the **situation** in which the leader is attempting to lead as well.

Fiedler model

- Fred Fiedler
- The effective group performance depended upon the proper match between the leader's style of interacting with his or her followers and the degree to which the situations allowed the leader to control and influence.
- To measure the leadership style he developed a Least Preferred Co-worker (LPC) Questionnaire (18 pairs of contrasting adjectives) eg:-pleasant-unpleasant.

Hersey and Blanchards' Situational Leadership theory

- Paul Hersey and Ken Blanchard
- *Situational Leadership Theory (SLT)*
- Successful leadership is achieved by selecting the right leadership style , which is contingent on the level of followers' **readings**
 - “Ability and willingness of the people to accomplish a specific task”

Leader Participation Model

- Victor Vrom and Philip Yelton
- Leadership behaviour and participation in decision making
- Time Driven Model
 - Making effective decisions at minimum cost

Contemporary Leadership Models

- Transformational-Transactional Leadership
- Charismatic- Visionary Leadership
- Team Leadership

Transformational-Transactional Leadership

- Two types of leaders
 - Transactional Leaders
 - Guide or motivate the followers to work towards established goals by exchanging rewards for their productivity
 - Transformational Leaders (Top)
 - Stimulate and inspire followers to achieve extraordinary outcomes

Charismatic-Visionary leadership

- Charismatic leader
 - An enthusiastic, self confident leader whose personality and actions influence people to behave in certain ways
- Visionary Leader
 - Goes beyond charisma, Ability to create and articulate a realistic and attractive vision of the future that improves upon the current situation.

Team leadership

- An effective team leader has mastered the difficult balancing act of knowing when to leave the teams alone and when to get involved.
- The specific leadership roles
 - Liaisons with external constituencies
 - Trouble shooters
 - Conflict managers
 - Coaches.

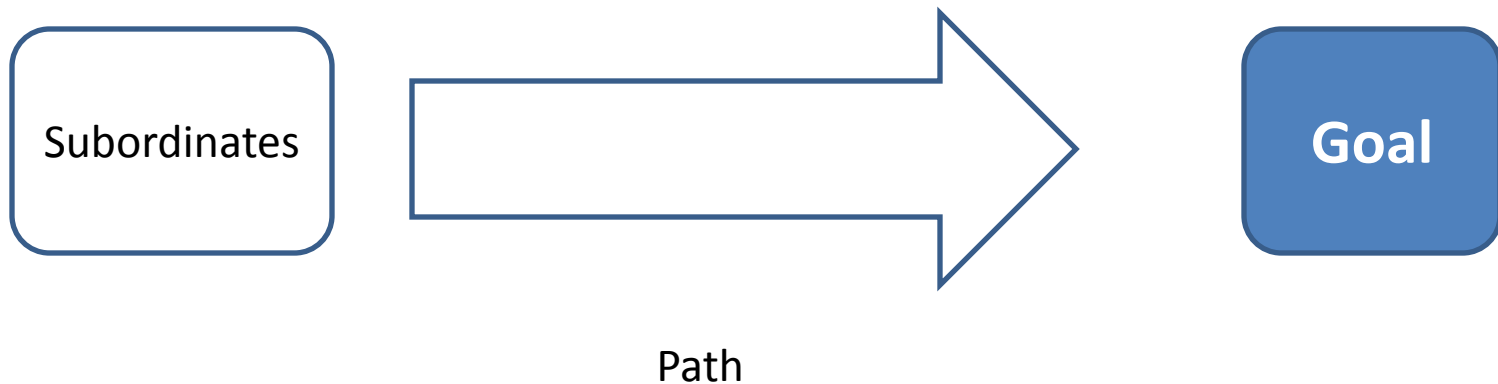
Problems of leadership in co-operative organizations

- Co-operative movement leaders emerge from outside (due to political, social and geographic polarisation)
- Quality of leadership is very poor in privileged sector
- The upper strata of the society , intellectuals, professionals and administrators or leaders in trade and industry are not interested to provide their service to this movement.
- Traditional leadership (hierarchical structure) still dominates the society
- Lack of training and education to impart better leadership qualities
- Lack of knowledge of principles and practices of co-operation by leaders

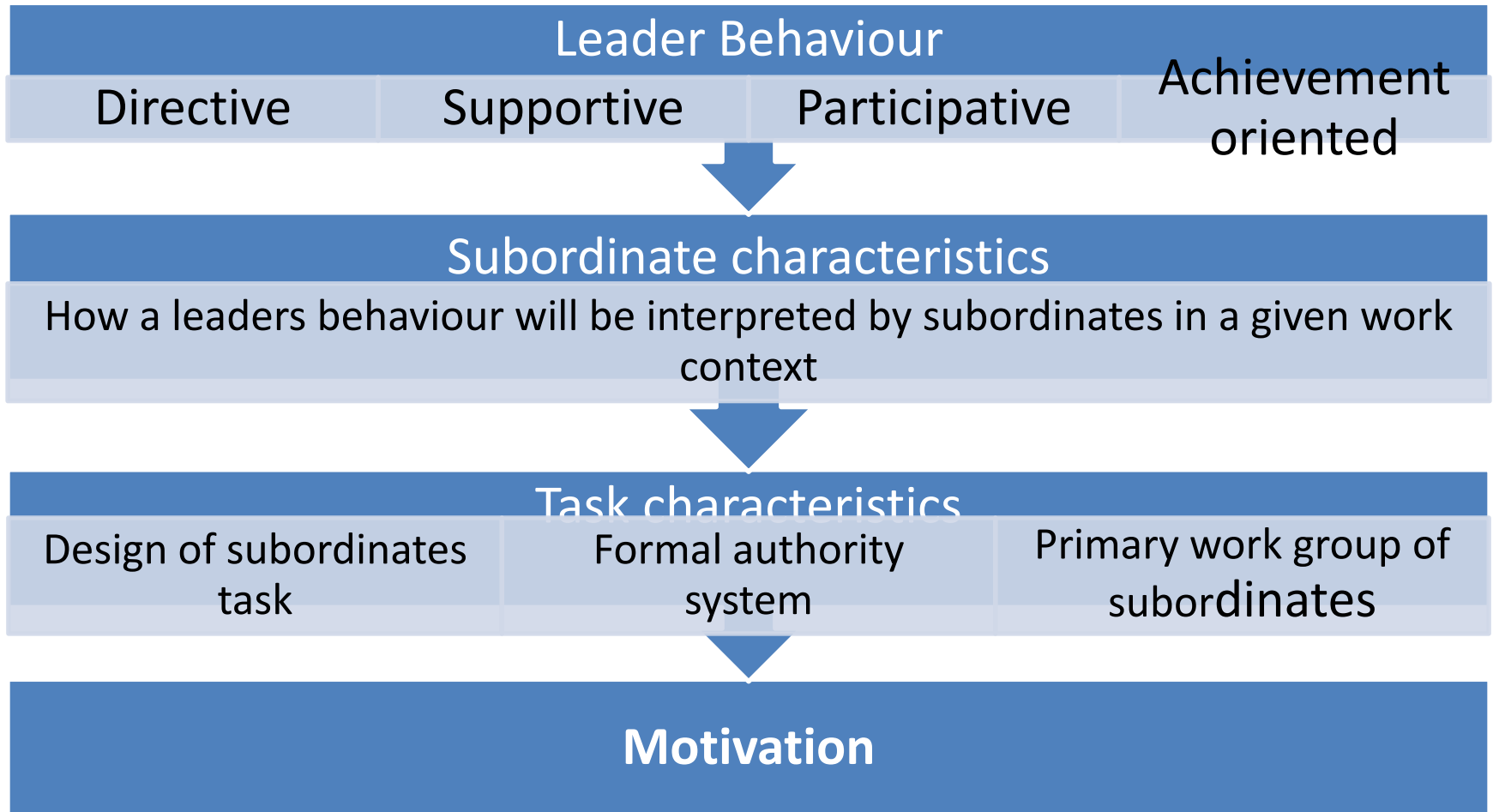
Path goal theory of leadership

- Robert House – to make leadership more effective
- It is the leaders' job to assist his or her followers' in attaining their goals and to provide the direction and support needed to ensure that the goals are compatible with the overall objectives of the group or organisation.
- Leadership also motivates when it takes the path to the goal clear and easy to travel through coaching and direction, when it removes obstacles and road blocks for attaining the goal and when it makes the work itself more personally satisfying.

- Define the goal
- Clarify the path
- Remove obstacles
- Provides support



Major components of path goal theory



Strength of path goal

- It is the first attempt to provide an expanded framework which combines the previous work of situational, contingent leadership
- It is the first theory to emphasise the importance of motivational factors from the subordinates perspective
- Defines very clear practical and clear role for a leader

Criticism

- Very complex-more parameters
- Challenge-real organisational situations –apply
- Criticised for a great deal of responsibilities on the leader and less on subordinates

Nature of management leadership

- Leaders are needed to create visions of the future, and to inspire organisational members and to want to achieve those visions
- Managers are needed to formulate detailed plans, to create appropriate and sufficient organisational structures for doing the organisations work, to oversee the day to day operations and to complement appropriate evaluation systems to ensure that work is being done as planned.

Combination of management and leadership qualities

- In the following mgt functions, leadership qualities are widely used
 - Managerial leadership
 - Concern for production, concern for people
 - Decisive role
 - Resource allocation
 - Individual attributes(*cognitive ability, motivation and personality*)
 - Competency development (problem solving skill, social judgement skill, etc)
 - Management by exception (corrective criticism, negative feedback)
 - Ethical factors
 - Value oriented directions