Concepts of Leadership and Transformation of Management Systems

Dr. Neha Yajurvedi, Dr. Neha Vashistha, Dr. S.S. Chauhan

Shobhit Institute of Engineering and Technology (Deemed to be University), Meerut

Email Id- nehayajurvedi@shobhituniversity.ac.in, nehavashistha@shobhituniversity.ac.in, sschauhan@shobhituniversity.ac.in

ABSTRACT: Functionalist studies, which attempt to establish relationships between variables related to leadership, and interpretive studies, which attempt to trace the meaning-making mechanism associated with leadership are the two main approaches that have been used to develop narratives of leadership in the past. These methods are rejected by the academics, who want a new body of literature that takes a critical approach to leadership in its place. It is emphasised in this literature that the dialectics of power and resistance exist, as well as the ideological character of leadership. It does, however, offer a negative evaluation of leadership in the majority of instances. They think that this is valid and essential, but they believe that the agenda should be broadened to include other issues. They offer a performative criticism of leadership that places a focus on cautionary treatment, progressive pragmatism, and the pursuit of present opportunities. It is via the use of these methods that they are able to sketch out a purposeful leadership practise that involves collective attention on where, when, and if leadership is required.

KEYWORDS: Ideas, Leaders, Leadership Theories, Successful Leader, Supporters.

1. INTRODUCTION

Given the socio-technical character of lean programmes, the long-term and integrated adoption of lean production (LP) practises requires leadership. Several studies have identified leadership as one of the main factors on LP programme success. In a study, 90% of senior managers questioned said that leadership is one of the three main drivers of LP success. The LP Leadership scientific literature includes a broad range of topics including behaviour, convictions, roles and responsibilities, development methods and preferred leadership styles based on lean maturity, hierarchy and contextual factors.

There are also many publications on lean leadership that do not concentrate on academic studies, but on the personal experiences of authors. Similarly, some publications do not provide a verified research methodology to verify their findings, even if they relate to lean leadership characteristics. These deficiencies are common in LP literature, which is strongly impacted by research by practitioners. In addition, most Lean Leadership research has no leadership perspective and others who want to concentrate on the idea of Transformational Leadership or Situation Leadership[1].

Thus, while there is evidence that general literature applies to lean leadership, it has to be properly researched how important general leadership concepts are to leadership. LP, for instance, is widely employed in highly dynamic socio-technical settings like as health care which may benefit from the ideas of Complexity Leadership. Another example is the study of collaboration in the field of LP leadership theory. Although the latest literature on lean leadership has gone up considerably in recent years, it remains fragmented and supported by widely accepted leadership theories.

As a consequence, there is a risk of providing leadership with causal control over the lean system outcomes, while the core of the relevant structures and causative processes is not clarified. Existing notions of lean leadership are not explicitly based on the historical framework of the theory of general leadership and thus refer to different aspects, without a coherent justification. For example, lean leadership has been defined by academics as 'beliefs,

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attitudes, and skills that show respect for people, motivate employees, improve market circumstances, guarantee the effective use of resources, and decrease insecurity and work.' Researchers define a Lean leader as having eight features, including lean excitement, disciplined dedication to the protocol, project management guidance, ownership and successful connection with support groups[2].

1.1 Theories of Leadership:

Leadership is an act of guiding the resources of a person or organisation towards achieving certain goals, objectives and aspirations. Many leading researchers, authors and academics have carried out many studies and experiments to identify the elements contributing to effective leadership over the years. As a consequence of this leadership process, the following leadership concepts emerged:

1.1.1 The Theory of the Great Man:

In the 1840s, Thomas Carlyle developed a Great Man Theory that basically says that leadership is an inherent feature of a person who is meant to become a big leader by birth and shows it when there is a great need. In other words, certain individuals are born to lead, and leadership is seen as a brave act.

1.1.2 Criticism:

It was a male-centred approach, despite the fact that women were also great leaders. Leadership is an inherent quality which cannot be learned or taught, according to this concept. There is no objective proof to support this theory. It disregarded the effect on the management process of environmental and situational factors.

1.2 The Theory of Trait:

Ralph M. Stogdill developed leadership theory in the late 1940's, arguing that a person must show certain inherent characteristics and aspects of personality in order to succeed. Some of the leading features highlighted by this hypothesis are as follows:

- Physiological properties such as height, weight, form, colour and appearance.
- All socio-economic variables include gender, religion, marital status, age, occupation, literacy and income.
- Characteristics of personality: extraversion, confidence, composure, compatibility, reliability, integrity and willingness to lead.
- Intellectual features include decision-making, maturity, judgement, knowledge and emotional qualities.
- Motivation for achievement, dedication, initiative, determination and experience are all linked tasks.
- Cordiality and harmony are the sixth social characteristics of social commitment.
- Charisma, flexibility, creativity and uniqueness are other features.

This theory has been criticised for ignoring situation factors that may or may not yet be consistent. The list of features is extremely vast and updates often. Although the features of theory were given, it could not excuse failures. In addition, many of these recognised characteristics may be acquired through learning and practise[3].

1.3 Comportment Theory:

In the 1950s, leadership's behavioural philosophy developed. Since the researchers learnt that the personal features of a leader are essential for successful leadership, they were keen to know

what leaders are doing to become effective leaders. As a consequence, people increasingly focus on the behaviour of the leader rather than his qualities. The Ohio State Leadership Studies and the University of Michigan have established two significant research programmes to examine leaders' behaviour[4].

1.4 Studies at Ohio State University:

A collection of Ohio State University academics created a questionnaire to evaluate subordinates' views of their superiors' actual behaviour in military and industrial contexts. The researchers have identified two major kinds of leading behaviour:

- Attention: leaders pay careful attention and maintain good interpersonal connections with their subordinates. They're extremely helpful and kind. To explain this, people-oriented conduct was coined.
- Structure establishment: Leaders focus on accomplishing goals and plan and structure appropriately. For such authorities only subordinates are tools and must make best use of them. To explain this, 'task-oriented behaviour' has been defined.

1.5 Studies at the University of Michigan:

The study focuses on how the behaviour of the leader impacts group efficiency. Researchers examined effective and inefficient managers and found their behaviour to be distinguishable in two categories: job-centred behaviour and organizational-centred behaviour. The findings of the further investigation showed four more behaviours that are essential for effective management: Support, significance of the goal, simplicity of work, facilitation of interaction.

Theory of contingency: successful leadership consists of all three elements, traits, behaviour and situation, according to the contingency theory of leadership. A leader's behaviour changes according on the circumstance. Different models were developed to support this leadership theory, and many experiments were carried out in this approach. The contingency theory models are as follows:

1.6 Contingency Model:

Researchers tried to show that the effectiveness of a group or team depends on friendly and unfavourable conditions and leadership style. The LPC scale may be used to assess the leadership style. It's a technique in which a leader is made to think about someone they don't get along with and evaluate them on different bipolar levels. For instance, friendly-aggressive, efficient, cooperative-aggressive, etc[5].

1.6.1 Hersey Blanchard Theory of Situation:

According to the Hersey-Blanchard Situational Theory, the style of leadership is dictated by the subaltern's sophistication.

- Discussion: When a new employee enters the business, everything has to be spoken, including preparation and training, to ensure that he knows the work requirements.
- Sales: The head encourages subordinates to provide social and emotional support and persuade them to do their best efforts.
- Delegates: Leaders appear indifferent about project delivery and seldom interfere. You don't care about your subordinates or issues.
- Participate: This is a form of administration that gives subordinates the chance to take decisions. In this scenario, the leader is less interested in accomplishing objectives.

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1.7 Theory of Charismatic Leadership:

In order to be a successful leader, a leader must have certain uncommon and exceptional characteristics according to this concept. These leaders are characterised by their primary features, including:

- Vision/foresight: Leaders may imagine future opportunities and create a vision based on those opportunities with preferably great aspirations and ambitions.
- Energizing/Empowering: leaders are enthusiastic, optimistic, energetic and positive about their success.
- Enabling/Guiding: Leaders show their followers compassion and trust in giving full support and direction. These leaders are laser-oriented and committed to their goals.

1.7.1   Theory of Transactional Leadership:

The Transactional Leadership Theory focuses on attaining a desired result and objective. The leaders utilise an incentive to encourage their supporters, praise the winners and penalise those who don't perform. The concept stresses the significance of a good connection with supporters, and the need for leaders and supporters to work together to accomplish organisational goals[6].

1.7.2   Theory of Transformational Leadership:

According to the transformative philosophy, a leader can only succeed if he can translate his attitudes, behaviour and aspirations to a common goal, leading to a realisation of the leader's vision. For such leaders, a captivating and strong presence is a necessity. The following are the main components of transformative management:

- Psychological Transformation: alter the perspective and attitude of the follower.
- Influent: gives the audience a favourable impression.
- Motivational: creates a positive follower's mentality.
- Introduction: motivates us to accomplish something.
- Individual influence: has a major effect on the behaviour and experience of followers.

1.8 Successful Leader Vs Efficient Leader:

One of the most fundamental management duties in any work organisation is to accomplish things with and by people. The success of managers is measured by the output or efficiency of the community that they control. How an individual or a group act succeeds is decided. The issue of whether excellent leadership and efficient leadership are connected is essential. Is it true that excellent leaders are usually efficient or that successful and effective leaders are different? A boss, via leadership, tries to influence his employees' behaviour. The subordinate may or may not comply with the standards of the boss. In addition, if the behaviour of the subordinate is compatible with the leaders' desires, it may be for either two reasons: (i) the strength of the leader's position or (ii) the suiting style of the leaders.

In the first scenario, the leader succeeds in changing the behaviour of the subordinate and the subordinate sees his own wishes fulfilled via the achievement of the leader's and the organization's objectives. The leader is successful in the second instance, yet ineffectual. To this end, his subordinates received the desired answer by abusing his position of power. The success of a leader is defined by: how the person or the group acts; power of position; close

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supervision. Leadership's effectiveness relies on: an individual or group's internal form or predestination and therefore an attitude of its nature; personal strength; general supervision[7].

Place authorities may be moved down in the organisation, but personal power cannot be delegated; subordinate permission must be given from the bottom up. As a consequence, a manager may be skilled yet inefficient. It implies he can only have a short-term effect on the behaviour of other individuals. Skilled and effective management is desired since its presence continues to contribute to improved production in the long term. The successful and useful framework is only one way to assess a person's reaction and not their overall results to a specific behavioural factor. Leadership is just one of the factors which influence total performance, therefore while assessing outcomes, it is essential to include both.

1.9 Leadership Theories Evolution:

The management approach has moved from leading-centred models (trait and behavioural models) to models that take into account the complexities of leadership interactions (transactional and transformational leadership models), to those that take a greater account of the environmental (situational leadership, contingency leadership theories). New approaches to leadership have been developed as a result of globalisation:

- National cluster models compared leadership studies;
- A greater emphasis in view of the increasingly diverse cultural teams on the cultural context of leaders and followers;
- In a period of globalisation, the leading centric model was revisited taking into account all of the complex factors of individual culture shaping, dynamic enviro.

2. Leadership Trait Theory:

Leadership feature theory aims to define different personality traits and qualities that connect to successful leadership in a variety of situations. This is one of the oldest ways of investigating effective leadership and is related to the leadership principle of Thomas Carlyle, originally proposed in the mid-1800s. According to Carlyle, extraordinary leaders have moulded history. Carlyle believed that individuals were born with the urge to lead, not something that could be taught. Carlyle's ideas impacted early studies of leadership, which were almost entirely focused on inherited characteristics. Carlyle's theory of leadership is based on the idea that certain traits of a personality lead to certain behavioural habits, patterns may be repeated in many situations and leadership skills "born" by individuals[8].

3. DISCUSSION

Changes in thinking about research are necessary in order to respond to new insights about the interpretive and constructive nature of research, the difficulties of treating language expressions as robust data from which theory and verification can be built, and the importance of the cultural, institutional, historical, and political context of both leadership studies and leadership actions and relations. Researcher reflexivity guarantees that the researcher is constantly aware of the manner in which his or her activities open and shut interpretive possibilities.

It is critical to examine one's own preconceptions and assumptions. It refers to a non-authoritative, interpretative, contextual, language-sensitive, localised, and open interpretation of the subject matter that is not dictated by authority. There are measures in place to ensure that research jargon and analytical preferences do not dominate scientific social experience and do

not undermine alternative interpretations and views. Alternative vocabularies and explanations of important scientific phenomena in such a way that they may be seen from perspectives other than the researcher's chosen one are critical considerations in this context[9].

It is encouraged by the inability of (neo-) positivistic study programmes to live up to their own principles of hypothesis-testing and information acquisition, as well as the inherent distortions in questionnaire studies, to move away from the calculation of abstract variables and a focus on process and toward a reflexive-interpretive qualitative approach. An increase in the number of theoretically grounded qualitative analyses that criticise neo-empirical hypotheses drives a further change to one that recognises the significance of meaning, assumptions, and language. Creating inspiration, reorganising emphasis, and bringing up new views should be the overarching purpose of the project. In the academic community, theoretical concepts that are regarded significant, legitimate, and meaningful contributions are almost completely divorced from truth operationalized in the form of ideas that are backed up by empirical evidence.

On the basis of the aforementioned shortcomings, the research question posed by this article is: "How can general leadership concepts continue to expand knowledge of lean leadership?" The first step in resolving this problem was to examine the literature on lean leadership in order to evaluate whether or not it accounts for three key components of general leadership theory, namely leaders' personal characteristics, power mechanisms, and the meaning they give to their work or lives. Following that, the same three frameworks were used to compare lean leadership to general leadership theories, with the results being published in a subsequent paper. Finally, by linking lean leadership to each of the basic ideas described above, propositions to guide future research and practise in lean leadership were developed[10].

In the beginning of leadership study, the focus was on the differences between leaders and supporters, with the assumption that people in positions of leadership would demonstrate stronger leadership characteristics than those in lower-level positions. The researchers, on the other hand, found that there were just a few traits that might be utilised to distinguish between supporters and leaders. As an example, some members are outstanding communicators. Leadership characteristics such as extroversion, self-confidence, and height are also greater among those in positions of authority, but these differences are typically small.

It is impossible to dismiss the flaws in the trait-based theory. While proponents claim that such qualities are indicative of excellent leaders, individuals who show the characteristics may not always progress to the position of leader in their respective organisations. It has been hypothesised that this is due to environmental circumstances, in which leadership skills are only shown when a leadership opportunity presents itself (such as in war, during a political crisis, or in the absence of leadership). The situational leadership approach, on the other hand, is based on the premise that some traits are more effective in certain situations and less effective in others. On what such qualities are, and to what degree, if they do predict performance, differing viewpoints exist on how to define them.

4. CONCLUSION

The idea of leadership is becoming more popular in many areas of one's life, including business. Throughout a broad variety of societal endeavours, from middle management positions in large corporations to everyday self-direction, it has penetrated the ranks. Any number of people today are referring to the rise of the leader's movement. Leaders, on the other hand, may signify practically anything to anybody because to the frequency with which the term is used. It is rapidly and often converted into a controversial definition that is hotly disputed. Rebranding

management in order to make it more current is a common method of inspiring leadership in today's world.

One commonly held view, on the other hand, is that leaders are superior than managers because they have a major influence on the interests, ideas, wants, emotions, and personalities of those around them. This is a convincing concept from an ideological perspective, but it also inspires some scepticism among certain people. Having a deep and powerful discussion about leadership will result in a division of individuals into two groups: those who are necessary and superior "leaders" and others who are less important and capable followers.

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