

CHAPTER - 3

CHARACTERISTICS OF CHARISMATIC LEADER

Koontz (1986) have defined leadership “as the activity of influencing people to strive willingly for group objectives.” Also in the opinion of Chester Barnard (1938), “Leadership is the quality of behaviour of individuals whereby they guide people or their activities in organizing efforts.”

After going through the above definitions of leadership, it can safely be defined as a process of influencing group activities towards achievement of some goals. The person who guides or influences the behaviour of others is called leader, people guided or influenced are called followers.

Although apparently it comes to mind that the two terms “managership” and “leadership” mean performance of similar activities, in real life in case of practicing and performing organizational activities, these two are not same. In organizational practices it is observed that there are leaders in unorganized sectors, but there can be rarely seen existence of manager in an unorganized sector.

In process of management, leadership come out to be an important aspect. The ability to lead the people is an important criterion for management of organizations. Summing up and reviewing different essential areas of managing and undertaking a review of the total management job, it may be ensured that qualities of leadership is essential for an organizational manager to be strongly effective and result generating in an organization.

In fact the essence of leadership is achieving success to generate followers – in true sense, followers who bears total solidarity with leader. In fact, it is willingness of people to follow that makes a person a leader. Moreover the people desires to follow those whom they see as providing a means of achieving their own desires, wants, needs and wants.

Leadership and motivating are something which are inseparable. By understanding motivation, it is possible to understand better what people expect or want and why people act as they do. Also as discussed earlier, leaders may not only respond to motivation of subordinates but also develop or destroy those by organizational climate and culture they create. These two factors are important equally to managers and also to leaders.

3.1 Leadership and Essential Elements of Leadership:

Different authors had approached in different way to explain and elaborate the concept of leadership. Harry Truman, former American president stated leadership to be the ability to get people do, what they do not like to do and also what they like to do. As defined by Truman ¹(Croonze 311) “leadership is the art or process of influencing people so that they will strive willingly and enthusiastically towards achievement of group goals. In fact, in reality people are not to develop only willingness to do but along with that they should have eagerness, zeal and confidence to perform that. Zeal is ardour, earnestness and intensity in the execution of work, Confidence reflects experience and ability or competence. Leaders act as individual to help a group to attain objective and goal through maximum utilization of his capabilities. Leaders do not keep themselves behind a group to push them to move forward, instead leaders place themselves before the mass and they facilitate progress and inspire the group or mass as they facilitate progress and inspire the group to accomplish organizational goals.

Leaders foresee the future, inspire the organization members and make a layout of the course of the growth track of organization. Lee Iacocca, Chrysler’s former CEO, Jamsedji Tata had provided a vision for their companies. Leaders are essentially

required to instil values – whether they be concern for quality, honesty and calculated risk taking and concern for employees or customers.

Every group of people that performs near its total capacity has some person as its head who is skilled in the art of leadership. This skill seems to be a compound of at least four major ingredients, the ability to use power effectively and in a responsible manner, the ability to comprehend that human beings have different motivation forces at different times and in different situations, the ability to comprehend that human beings have different motivation forces at different times and in different situations, the ability to inspire, and the ability to act in a manner that will develop a climate conducive to responding to and arousing motivations.

3.1.1 Power and Understanding People:

The element of leadership which comes first in consideration is power. The nature of power and how there is difference between power and authority is very occasionally are considered to be subject of controversy. The next element as is considered to be in leadership is motivation. In leadership practices second ingredient of leadership is a fundamental understanding of people. As in all other practices, it is one thing, to know motivation theory, kinds of motivating forces, and the nature of a system of motivation but another thing to be able to apply this knowledge to people and situations. A manager or any other leader who at least knows the present state of motivation theory and who understands the elements of motivation is more aware of the nature and strength of human needs and is better able to define and design ways of satisfying them and to administer so as to get the desired responses.

3.1.2: Inspiring Followers:

The third element to be considered in process of leadership is the rarely available or found quality of inspiring the followers. This is to apply and use their full capabilities to a project. The main efforts of motivators are to be centering on followers who are their subordinates. Also inspiring and catering to the needs of subordinated and see them to be duly inspired for organization come from the group leaders. The group leaders as such should have their own charm and appeal that should develop loyalty, devotion and strong desire on the part of followers to promote what actually the leader seeks from them or desire. This is truly not anything related with need satisfaction of followers, on the contrary it is a matter of people giving unselfish support to a selected cause or chosen champion. .

3.1.3: Style of Leadership:

The other element of leadership other than the above three is the style of leadership. The strength of motivation to a large extent depend upon the expectations, perceived reward, amount of effort believed to be required, the task to be done and other factors which are part of environment as well as organizational climate. Awareness of these factors has led to considerable research on leadership behaviour and to the development of various relevant theories. The views of those who have long approached leadership as a psychological study of interpersonal relationships have tended to coverage with the viewpoint that the primary tasks of managers are the design and maintenance of an environment for performance.

3.1.4 Relationships:

According to Gabarro and Kotter² (Page- croonze 314) another element of leadership requires to be taken for consideration. This element is relationship in the organization – relationship with boss, peers, followers etc. This relationship must reach to a state

may be called to be sound and healthy. The relationship should be suitably bonded with the strength of relationship and mutual dependence. Also the leader requires understanding goal of each and duly recognizing and helping each to achieve the goal and by this way the optimum goal of organization will be achieved.

3.2 Principle of Leadership:

It is tried in organization to give best effort to make every role of each leader satisfying for the participants. It is also tried to make more productive for the enterprise by those who can help to satisfy and fulfil their desire for such things as money, status, power, and pride of accomplishment. The fundamental principle of leadership may be mentioned as:

Since people tend to follow those, who in their view, offer them a means to satisfy and fulfil their personal goals and objectives, the more the leaders understand the problems and difficulties of their followers and also understand the means of motivation of their subordinates who are actually their followers, more they like to be successful as leaders. The leaders need to feel and understand how these motivations operate. More the leaders reflect the understanding of the masses in their actions, the more effective they would be.

Because of crucial aspect of leadership context and its impact in success of leader, it is observed that there are availability of much of research work in this leadership related area and also availability of considerable volume of theory and research concerning the leadership issues. It is difficult to identify and summarize such a large volume of research in form of lessons required for day to day applications for management purpose.

3.3 Trait Approaches to Leadership:

Prior to 1949, studies of leadership were based largely on an approach to find out the traits that is possessed by the leader. Beginning with the concept of “great man theory” that leaders are always born and rarely are created, a belief originating as early as ancient Greeks and Roman days, have tried to identify the physical, mental and personality traits of various leaders. The “great man theory” lost much of its acceptability with the development of behaviourist school of psychology.

Many studies of traits have been developed and initiated. Ralph M. Stogdil found that various research personalities have found out specific traits related to ability of leader or leadership ability: five physical traits (such as energy, appearance and height), four intelligence and suitability traits, sixteen personality traits (such as adaptability, aggressiveness, enthusiasm, and self confidence), six task oriented characteristics (such as achievement drive, persistence and initiative), and nine social characteristics (such as cooperativeness, interpersonal skills and administrative abilities)⁴ (Page-croonze 315)

The discussion of the importance of traits to leadership goes on, more recently, the following key leadership traits were identified: drive (including achievement, motivation, energy, ambition, initiative and tenacity), leadership motivation (aspiration to lead but not to seek power as such), honesty and integration, self confidence (including emotional stability), cognitive ability and an understanding of the situation and environment. Less clear is the impact of the creativity, flexibility and charisma on leadership effectiveness.

3.4: Leadership Styles and Leadership Theories

3.4.1 Trait Theory

This theory as described by Kelly⁵ (1974) (MS1/5, PAGE) attempts to classify what personal characteristics such as physical, personality and mental, are associated with leadership success. Trait theory relies on research that relates various to the success of a leader. A lengthy list of traits has been made to describe an effective leader in terms of certain characteristics. A broad classification of six categories of traits are given below:

1 Physical characteristics of leader

2. Back ground characteristics of leader – education, social status, mobility and experience

3. Intelligence – ability, judgment, knowledge

4. Personality – aggressiveness, alertness, dominance, decisiveness, enthusiasm, extroversion, independence, self-confidence, authoritarianism

5. Track oriented characteristics – achievement needs, responsibility, initiatives, persistence

6. social characteristics – supervisory ability, cooperativeness, popularity, prestige, tact, diplomacy.

These characteristics according to some people are considered valid indicators of successful leaders.

3.4.2: Group and Exchange Theories of Leadership:

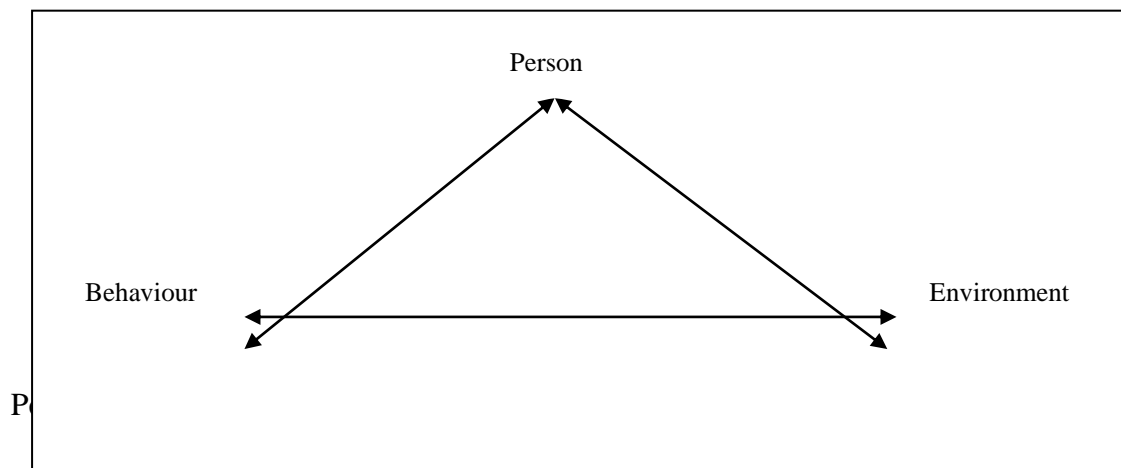
These theories are reported by Hollander and Julian⁶ (1969) (MS-1/5, PAGE 25) states that the leader provides more benefit or regards than burden or costs for followers who help him achieve the goal of the organization. There must be a positive exchange between the leader and followers in order for group goals to be accomplished. The

leader can give rewards to his followers in the form of praise, appreciation, recognition or other benefits. In return they respect the leader and give due respect and regards for his status, and esteem and believe in his heightened influences. Leader increases his emphasis on consideration when the followers do a good job. In return, the perception of his followers on his being an effective leader increases. Hence the leader and the followers mutually affect each other.

3.4.3 Social Learning Theory:

The theory by Bandura⁷ (1977) (MS1/5,25) states that there is a continuous reciprocal interaction between person, environment and behaviour as shown in Figure 3.1 below.

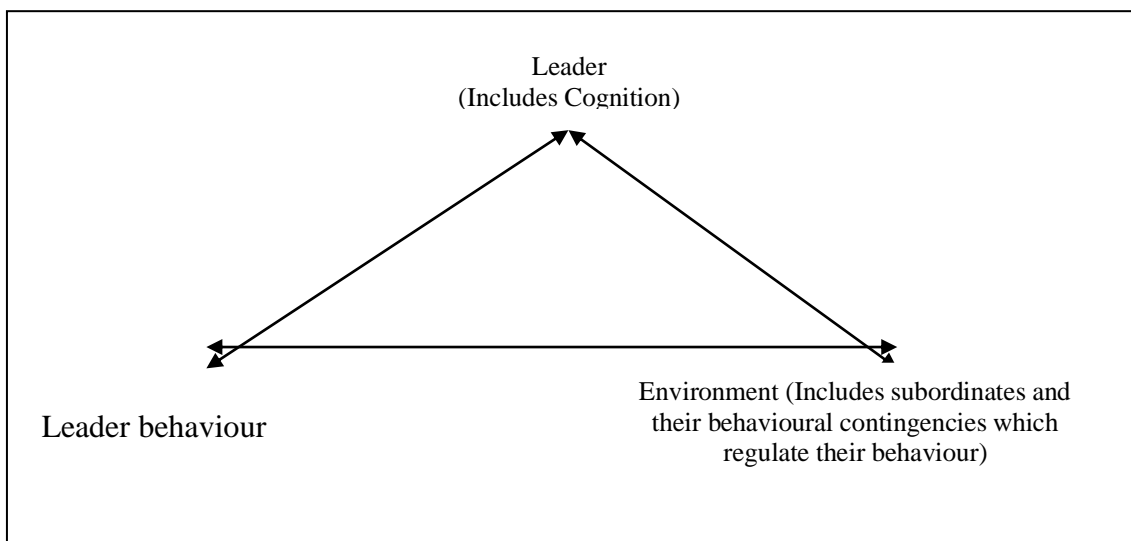
Figure 3.1: Reciprocal Determinism in Social Learning



reciprocally interact to determine behaviour. A person, through his actions, produces the environmental conditions that affect his behaviour in a reciprocal fashion. The experience generated by behaviour also partly determines what a person becomes and can do. This in turn affects his subsequent behaviour. This theory is called social learning theory because individuals learn in an environment in the process of interacting with each other which is a social process. One will appreciate the application of this theory in understanding the behaviour of a leader and the continuous reciprocal interaction between the person (leader's cognitions) and

environment (including subordinates and their needs, experiences, objectives in the organization, abilities, skills, energy performance, etc. known as contingencies that regulate their behaviour) This social learning approach to leadership can be shown in Figure 3.2as below.

Figure 3.2: A Social Learning Approach in Leadership



The three aspects of this theory of leadership assume that the leader knows how his behaviour is controlled by various needs, situations and experiences that he undergoes. The leader works with the subordinated to discover what those needs situations and experience. The leader and the subordinates jointly attempt to discover ways in which they can manage their individual behaviour to produce mutually satisfying as well as organizationally productive outcomes. In this approach the leader and the subordinates have a negotiable and a interactive leadership.

3.4.4 Managerial Grid Theory:

Leaders can be oriented towards tasks and persons. The theory by Blake and Mouton⁸ (1978) (MS1/5, PAGE 26) has a popular application of both task and person

orientation. According to this theory leaders are most effective when they achieve a high and balanced concern for people and for tasks. Each leader can be rated somewhere along each of the axes from 1 to 9 depending on his orientation.

3.4.5 Contingency Theory of Leadership:

Regarding this theory Friedler⁹ (1967) (MS 1/5, 27) states that a leader may become effective if the situation is favourable in three ways - the leader-member relations, details of the tasks spelled out to the leader's position, and a great deal of authority and power is formally attributed. With these favourable situations and his style of functioning, a leader will be effective.

When the situation is very favourable or very unfavourable to the leader, the task-oriented leader is effective. When the situation is moderately favourable to the leader the person-oriented leader is effective.

3.4.6 Path –goal Leadership Theory:

The theory by House¹⁰ (1971) (MS1/5, PAGE 28) states that the leader smoothes out the path towards goal and provides towards achieving them.

As a leader, one should understand the needs of the people and their desire to work or behave in a way that accomplishes goals that satisfy those needs. This theory is based on a situation of the above kind. If one knows the need of the person and his desire to work and is able to accomplish the work, he can reward him to make him feel happy and satisfied. In essence, leader is doing three things: One, a leader motivates the members of the group by clarifying the path to personal gains that result from attaining objectives. Two, the leader has already made the path goal clear to the member and also told him what job requires. The leader need not say too many things about the job

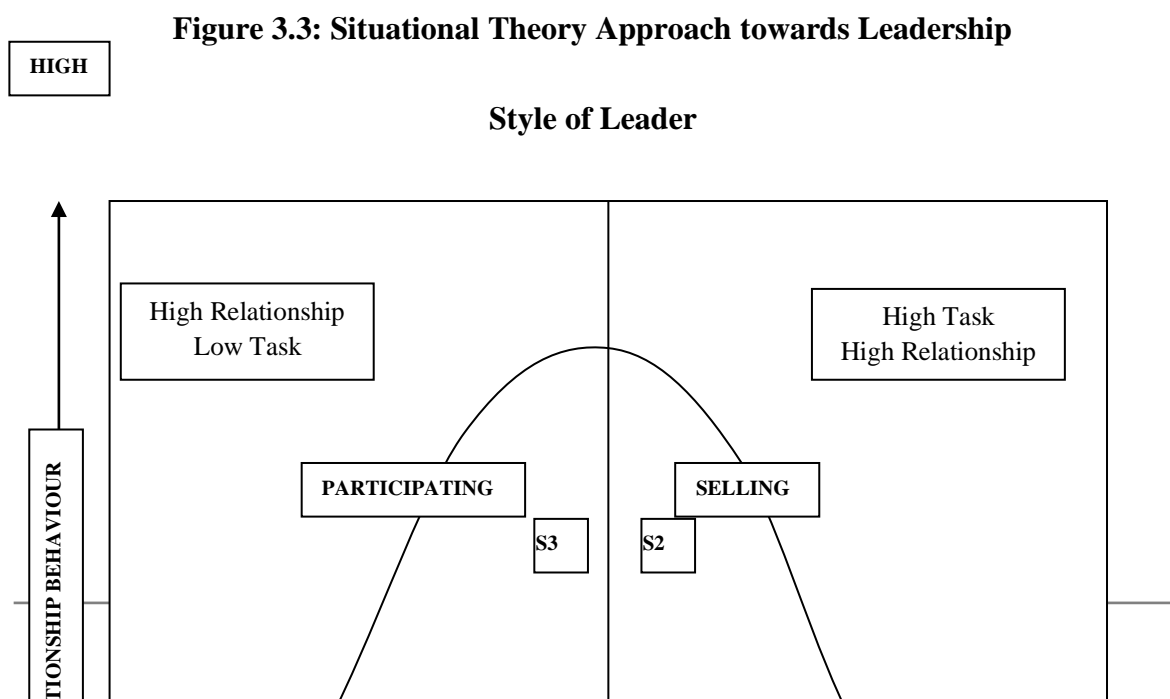
to to him as this may decrease his interest in the work and deter his performance. Three, leader must offer reward to the members of the group who actually accomplishes the task. Reward may be appreciation or recognition or anything alike.

3.4.7 Situational Leadership Theory;

Paul Hersey and Kenneth Blanchard¹¹ have developed situational model of leadership that adds “maturity” of followers. As a contingency variable which deserves due consideration. The two authors feel that situational leadership requires adjusting the leader’s emphasis on task behaviour (giving guidance and support).and relationship behaviour (offering socio-economic support) according to the maturity of follower in performing their task. Maturity in this context is not understood as age or emotional stability but as desire for achievement, willingness to accept responsibility and task related ability and experience. The goals and knowledge of the followers are important variables in determining effective leadership style.

Hersey and Blanchard believe that the relationship between the leader and subordinates moves through four phases-a kind of lifecycle –as subordinates develop and mature and that manager need to vary their leadership styles with each phase.

Figure 3.3 shows the type of variation as stated here.



‘Delegating’ is the style which the leader follows in the final stage. Here, the leader can reduce the amount of support and encouragement as subordinates gradually becomes more confident, self-directing and experienced.

3.5 Types of Power Exercised by Leader:

A leader in his process of functioning with followers can use and also are in a position to utilize different types of power using one or other facilitate the organizational activities of the leader.

3.5.1 Legitimate Power:

This power comes to the leader when the authority of the organization is accepted. It comes from the rules of the organization. For example parents, teachers, managers, police etc. have legitimate power only when their authority is accepted. In the position they hold.

3.5.2 Expert Power;

This is the power of knowledge and skill of special kind that are important in getting the job done. A person’s professional competence or knowledge gives him the expert power. His capability increases. He can lead other persons to trust his judgments and decisions, as an expert. A leader himself may not be expert in all fields, but he/she can certainly take the help of experts in particular fields.

3.5.3 Charismatic power;

This is the power of attraction or devotion, the desire of one person to admire other. A subordinate feels a positive attraction towards a leader by identifying himself with the leader or gets influenced by the leader’s attractive power. This power helps the subordinate to understand and value the leader so much that he understands and acts

accordingly to the expectations of the leader. It helps him to act as his own boss and behave in ways he thinks the boss will want.

3.5.4 Reward Power;

This is the present or potential ability to reward for worthy behaviour. The superior or leader has the power to give tangible rewards in different ways and also help the follower. The follower has to believe that he has access to higher authorities, therefore he can give rewards. This reward power of the leader can also increase the leader's charismatic and legitimate power.

3.5.5 Coercive Power

This is ability to threaten or punish. The leader can give tangible punishments like dismissal, demotion, low rating, less satisfying work assignments etc. Psychological punishments include criticism, avoidance, disapproval, satirical remarks on the follower. The reward power helps to avoid something undesirable. Self-esteem of the subordinate increases because of reward power decreases because of coercive power. Even a subordinate may withdraw or break the rules or become hostile. He may not feel attracted towards the charismatic power of the leader and at times may ignore the leader's legitimate power.

There are several means or techniques used or practiced by leaders to motivate their followers to achieve the desired goal for which the leader motivates the followers. The techniques or types followed by leader are not same and accordingly all leaders are not same types of leaders. As is observed in process of leadership types, there are different types of leaders like Charismatic leader, Coercive type leader, Task oriented leader, Expert leader etc..

3.6: Charismatic Power:

The leader in such type of leadership possesses his or her own charisma and it is that charisma what motivates the followers to follow the leader. The charisma possessed by the leader is something unique in nature and it comes from the sum total of the leader's perception of the total expectation of system or organization where the individual as leader is working and also of the total expectation of the people whom the leader is leading. With the level of charisma that the leader is possessing, leader satisfies both the groups – the environment or the organization or the country as whole and the each individual whom the leader is leading.

A leader being charismatic in nature understands the people, the environment, the need and expectation of people for whom he is working, the nature or expertiseness of the job with which the leader is to confront, the culture of the organization or the mass as a whole, in case of a community or a state the culture of the community or state.

The leader in such case enjoys the confidence of his followers and followers are confident they should give everything for the purpose of the cause for which the leader motivates them and at the cost they are confident to get everything that they duly deserve and they duly expect and need.

Such an effort and Endeavour from leader percolated in the feelings and behaviour on the inner level of thoughts and beliefs. They become in this process gradually and steadily devoted towards their leader and in this process the leader gets from his followers everything that a successful people oriented manager is required to get or expect to get. This turns the leader to be very successful in people management.

Whatever may be the situation and whatever may be the contradictions, the leader by dint of his charismatic power can manage the people or turn to be successful in the

scenario of all sorts of adversities etc. thus the charismatic leader possesses true and adequate qualities of successful people management.

The characteristics of a charismatic leader can be mentioned as below:

1. Communication
2. Maturity
3. Humility
4. Compassion
5. The substance (constructive contents in message to people)
6. Confidence
7. Positive body language
8. Listening skill
9. Self monitoring
10. Self improvement

3.7: Mamata Banerjee as a Charismatic Leader:

The above study on leadership and its

In the context of Charismatic Leader, Smt. Mamata Banerjee as a political, social leader having all the qualities to be regarded as Charismatic Leader. She is having very strong power of communication. Mamata Banerjee can easily communicate with the masses and with the classes with passion. She is having high level of confidence with a positive body language of a matured leader. She is having humility in her approach

and behaviour. She is having high level of compassion for her countrymen in general and her followers in particular. Mamata Banerjee is a self-made leader with self-improvement abilities. She is continuous changing her leadership abilities with the changing time. Along with the change, as a leader she is also changing to adopt the changed environment and changed situation. Every time Mamata Banerjee takes up an issue, she sends a strong message to the people and the stakeholders concerned. Every time there is a strong content in her message. She has got high level of confidence. With this indomitable confidence she has been able to be a National Leader and has been able to be in the helm of affairs of Indian politics for more than four decades. Though hailing from a lower middle class family, she has defeated her poverty to sacrifice herself for the cause of nation-building. Till today she remains simple and down to earth. She leads a very normal life in her old house. After becoming minister of the Government of India for four times and remaining the chief minister of West Bengal for almost a decade she has not changed her simple down to earth life style. Thus, she is deep rooted. It gives her the self-motivational power and the power to motivate the mass for a continued period of time. Charismatic Leaders like Late Indira Gandhi, Late Swasma Swaraj, Late Jaylalita, Ms. Mamata Banerjee are also posing certain inherent qualities to be called a Charismatic Leader in the people-domain.

3.8: Conclusion:

Different leader exercises different types of leadership abilities and power. In course of such leadership exercises different leaders exercise different processes which are not same and similar to each other. Their follow their own style and adopt their own unique approach. These are in accordance with proficiency and discretion of leader. However, it is observed in process of leadership practices and corresponding

achievements of the goals, aims and objectives. Objectives with respect to people motivation and people contribution fulfilling leader's desire and satisfaction depends on the individual leader's charismatic ability. It is this ability which gives them desired result for a continued period of time.