

**Murshidabad Adarsha Mahavidyalaya**  
**Dept of English**  
**Teacher: Sukanta Barman**  
**Sem 4th/English Hons/20/8/24**  
**Study Materials**

**Soft Skills**

**SEC UNIT 5**  
**LEADERSHIP**

1. Define leadership. 2/5

Of the many meanings of the word 'leadership' in the standard dictionaries, the two are important: a) ability to lead and (b) the action or influence necessary for the direction or organisation of effort in a group undertaking. It may be clearly seen that these two are related concepts.. One may be seen to be a necessary condition to become a leader and the other, the qualities to be discerned in a leader.

The qualities that are expected of a leader may change depending on the historical context of the period. In ancient times, it was necessary to have military skills to qualify as a leader. Almost all the great leaders that we can recall from those periods were also great military leaders. In this context we can mention Julius Caesar, Ashoka and Akbar who were not only great leaders, but they also possessed great military skills. Nowadays, we do not have that association anymore.

Accordingly, a person is acceptable as a great leader even if the person hails from diverse fields like sports, education, business and technology. Many of them can also show leadership abilities in more than one arena. Some of the pertinent recent examples can be seen in Donald Trump and Imran Khan. Both of them were established leaders in business and sports respectively. Both of them successfully transferred those leadership qualities in political arena.

2. Why leadership is necessary?

Many of us may wonder whether or why we should bother to seriously think about nature and qualities of leadership. We may either not have the motivation or the inclination to become a leader. Consequently, we may simply be happy to continue to be an obedient follower of a good leader and never bother to ever become one.

And we are absolutely right in our assumption. It is neither necessary nor possible that all will become leaders. Nevertheless, it is also necessary that we need to cultivate some ideas and

qualities of leadership because both in real and professional life there will be many occasions when we need to show leadership qualities. Particularly, in situations of crisis, calamity or of accidental nature, a person with basic leadership qualities can avert a situation from spiralling down to a worse situation.

Today, the older model of seniority leading to leadership in a narrowly defined career advancement path offered in earlier organizations does not work. An efficient, qualified and ambitious but young person may end up in a position where they find themselves commanding and leading a number of people older than them. While from a purely technical point of view this should not create any problem, but a few ideas of leadership may help in tiding over potentially adverse circumstances if they do arise.

### 3. How are contemporary leaders different from ancient leaders?

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### 4. What are the models of Leadership?

In management and social sciences many a leadership models have been proposed. In the following list we find nine various models clustered around few similar types.

- a. charismatic
- b. transactional
- c. bureaucratic
- d. autocratic
- e. democratic
- f. servant
- g. laissez-faire
- h. situational
- i. transformational

### 6. What are the four categories of leadership?

The four categories of leadership are:

- a. Transformational - charismatic
- b. transactional -bureaucratic-autocratic
- c. democratic- servant- laissez-faire
- d. situational

7. What do you mean by Transformational leadership?

Transformational or charismatic leaders often introduce such blue-sky thoughts that it is initially considered too impractical or idealistic to majority of the listeners. But either with the help of many pragmatic followers or later master strategists, their thoughts bring forth radical-fundamental changes to large sections of humanity. We may name path-breaking religious leaders of various faiths, social reformers like Gandhi or Martin Luther King, techno entrepreneurs like Steve Jobs or Jimmy Wales.

6. Comment on the Situational leadership.

Depending on the nature of the situation and its level of difficulty, effective leaders may shift their styles. For example, when it comes to compliance of certain basic rules like punctuality, security, safety and financial integrity, effective leaders may emphasise the first set of so-called iron-fist attitude. But when it comes to reach out to the employees and to cajole the best out of them they may often adopt the third group of so-called 'open' approaches. Finally, a situational leader is someone who can make a quick decision out of the situation at hand and can effectively apply and switch between the various models.

7. Can leaders be made?/Process of nurturing leadership.

While it is probably true that the greatest leaders are probably born that way, good leaders can certainly be nurtured to become so. Trials or emergencies that often bring out the worst in people also provide enabling circumstances to one's leadership qualities. However, rather than waiting for a crisis to happen and to by chance manifest one's leadership skills, it is possible to allow, if not situate, young men and women to take leadership positions.

Assignment of less critical group responsibilities to students who shy away from them is a great institutional enabler of such situations. Students can be encouraged to take turns and bare the responsibilities of organising student activities and social occasions themselves.

To conclude, some of the greatest virtues that come along with the comprehensive ideas of leadership are also some of the greatest civic virtues. For example, when students share their leadership roles in a rotating manner, they ready themselves for one of the biggest demands from a leader: when situation demands the greatest leaders should become the most obedient followers of other leaders. Also, small lessons in leadership create the opportunity to realise that one can be absolutely unselfish to achieve something purely for others.

8. How is the efficiency model of leadership different from seniority model?

The older model of seniority leading to leadership in a narrowly defined career advancement path offered in earlier organizations does not work. An efficient, qualified and ambitious but young person may end up in a position where they find themselves commanding and leading a number of people older than them. While from a purely technical point of view this should not create any problem, but a few ideas of leadership may help in tiding over potentially adverse circumstances if they do arise.