

Unit – II Chapter 6 – Skills of Leadership: Developing a Mindset for Leading

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Objectives: The objectives of this chapter are to make the students aware of:

1. [The concept of Leadership;](#)
2. [Functions of a Leader;](#)
3. [Qualities of a Good Leader;](#)
4. [Leadership Skills;](#)
5. [Developing a Mindset for Leadership/Leading \(Skill-Based Approach\);](#)
6. [Activities;](#)
7. [Important Terms/Terms/Information;](#)
8. [Short and Long Questions;](#)
9. [MCQs for Competitive Examinations;](#) and
10. [Additional Resources/Suggested Readings.](#)

Introduction

People at different levels within the organisation require guidance and direction to support their efforts in achieving the organisation's common objectives. Their superiors give them direction and also assume the role of their leaders. Each leader has a distinct style of functioning and leading the teams. Researchers have consistently demonstrated a keen interest in studying leaders and their styles. Leadership is the art of motivating or inspiring a group of people to act towards achieving common goals. Leaders adopt different styles to lead their respective groups of followers. This chapter discusses the features of leadership, including leadership styles, qualities, and functions of a leader.

Definitions

Leadership is a process through which a person influences others to accomplish an organisation's objectives and provides direction to make the organisation more cohesive and consistent. Following are some definitions of leadership:

1. **Robbins:** “Leadership is the ability to influence a group towards the achievement of goals”.
2. **Harold Koontz and Heinz Weihrich:** “Leadership is the art of or process of influencing people so that they will strive willingly and ardently towards the achievement of group goals”.
3. **John Maxwell:** “Leadership is influence - nothing more, nothing less”.
4. **Keith Davis:** “Leadership is the ability to persuade others to seek objectives willingly. It is a human factor that binds a group together and motivates it towards its objectives”.

Leadership is the process of influencing the behaviour, action, approach and purpose of a group of people to achieve common organisational objectives.

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Functions of a Leader

Functions of a leader are as follows:

1. Determining Objectives: The leader determines the objectives and sets the goals of the organisation.
2. Organising: Leader creates the structure of the organisation and makes it operational.
3. Planning: Leader makes policies, as well as long and short-term plans, to attain the goals of the organisation.
4. Staffing: Scouting for the right man and placing him on an appropriate position.
5. Acts as a Catalyst: Leader acts as a catalyst to fasten the functioning of the people working in the organisation.
6. Role of an Arbiter: The leader acts as an arbiter in case there is a conflict between two or more members of the organisation.
7. As a Coordinator: The leader is a coordinator who binds the organisation in a single whole to achieve the organisational goals.
8. As a Motivator: One of the main roles of the leader is to motivate or inspire the workers/members of the organisation.
9. As a Trainer: Leader acts as a trainer to the members of the organisation. He not only trains the new employees but also trains the old employees by updating their knowledge.
10. Friend, Philosopher and Guide: Members of the organisation look towards their leader for assistance and suggestions. He is the workers' friend, philosopher and guide. He helps them in the performance of their work as well as dealing with their issues.
11. Providing Security: It is the role of a leader to provide security to his followers/members of the organisation.

Qualities of a Good Leader

1. Clear Vision and foresight: A leader should have a clear vision of the goals and objectives of the organisation. He should possess the foresight to visualise the effects of his actions in future;
2. Intelligence: A leader should possess the requisite intelligence to identify, analyse and resolve the problems faced by the organisation;
3. Physical and Mental Wellbeing: A leader must be physically and mentally well to bear the physical rigours and mental stress while leading the organization.
4. Effective Communication skills: A leader must possess effective communication skills so that he is able to communicate the policies and programmes to the workers and also take them along by persuading them;
5. Knowledge of work: A leader must have complete knowledge of the work being performed by his unit or organisation so that he can assist and guide the work of his subordinates.
6. Human Resource Manager: A leader must know about human resource management as he deals with human resources, their aspirations and problems. If he deals with his subordinates in a humanistic manner and takes care of them, they will also be loyal to the organisation and be willing workers;
7. Ability to take risks and shoulder Responsibility: A leader needs to have the courage to take risks and shoulder responsibility for the same. His risk-taking capacity, as well as shouldering the subsequent responsibility, will motivate and maximise his and other members' potential;
8. Honesty and Integrity: Honesty and integrity are two qualities of a leader which also motivate other members to follow suit;

9. Persuasiveness: A leader must be able to persuade a member of the organisation to carry on difficult work in the most consummate manner;
10. Fairness: A leader must be fair and treat all his subordinates equally. His bias can harm the unity of the organisation; and
11. Maturity: A leader must be able to handle his and his organisation's problems maturely. A confused and immature leader will harm the organisation more than achieve its objective.

Leadership Skills

Leaders have some core skills to be successful. Scholars like Millet, Terry, and Chester I Barnard provide a list of specific qualities which a leader must have to be successful. Qualities of a leader suggested by Millet include - Good health, Intelligence, Integrity, Persuasiveness, loyalty and sense of mission. Terry's list includes - Energy, Emotional Stability, Empathy, Communication Skills, Teaching Ability, Technical Competence and Personal Motivation. Chester I Barnard mentions the qualities of Vitality and Endurance, Decisiveness, Intellectual Ability, Knowledge, Persuasiveness and Stability as skills/qualities of a leader. Following are the skills that a leader requires:

1. Long-Term Vision and Strategic Thinking: A leader should have a clear vision of the goals and achievable objectives of the organization. He must develop plans to achieve long-term goals and thereby must possess the foresight to visualize the effects of his actions in future.
2. Team Building Skills: A leader must have the ability to build his team effectively by motivating and encouraging the members of his team, fostering a cooperative environment. He must be fair, honest and have integrity.
3. Delegation Skills: Leaders must be able to delegate authority to their followers/subordinates as per their skill sets. He must be confident of their abilities to achieve the objectives of the organisation.
4. Decision-Making Skills: A Leader must possess effective decision-making skills. He must be able to assess and analyse to resolve the problems faced by the organisation. He must employ the concept of critical thinking while identifying solutions and making informed decisions.
5. Effective Communication Skills: A leader must possess effective communication skills to communicate the policies and programmes to the workers and also take them along by persuading them. Communication skills required include listening skills, clear articulations as well as effective non-verbal communication.
6. Skills to Adapt: Leaders need to adapt to the changing environment inside and outside the organisation. He/she needs to be proactive to the evolving situation and take informed action.
7. Ability to take Risks and shoulder Responsibility: A leader needs to have the courage to take risks and shoulder responsibility. His risk-taking capacity as well as shouldering the subsequent responsibility, will motivate and maximise his and other members' potential.
8. Persuasiveness: A leader must be able to persuade a member of the organisation to carry on difficult work in the most consummate manner.
9. Skills to manage Human Resources: A leader must have the requisite skills to manage human resources as he deals with human resources, their aspirations and problems. If he deals with his subordinates in a humanistic manner and takes care of them, they will also be willing workers who are loyal to the organisation.

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10. Negotiation Skills: A leader must have negotiation skills to resolve conflicts within and outside the organisation. His negotiating skills can lead to less conflict, more business, improved relationships, enhanced communications, cohesive teams, flexibility and adaptability.
11. Creativity and Innovation: A leader must be creative and be able to lead his team to brainstorm and inspire other members to make innovative decisions.
12. Coaching Skills: A leader must not only know the work he and his organisation perform but also be able to mentor and coach/train his subordinates.
13. Time-Management Skills: A leader must be skilled in managing his and his team's time to ensure that work is completed on time.

Developing a Mindset for Leadership/Leading (Skill-Based Approach)

A leadership mindset means adopting attitudes and thought processes that make leadership skills meaningful. It transforms skills into behaviour that motivates people and ensures organisational growth.

1. Vision and Strategic Thinking

- Mindset: Forward-looking, goal-oriented, able to connect the present with the future.
- Skill: Setting long-term goals, planning strategically.

Example:

Dr. A.P.J. Abdul Kalam's Vision 2020 for India inspired policymakers, students, and scientists to align with national development goals.

Nelson Mandela → envisioned a racially inclusive South Africa, even while imprisoned.

2. Team Building and Collaboration

- Mindset: Inclusive, trust-building, cooperative.
- Skill: Creating strong teams, motivating members, fostering trust.

Example:

PM Shri Narendra Modi's "Team India" approach emphasises cooperative federalism by bringing states together in policy-making.

Sundar Pichai (Google) → credited success to inclusive team culture and open communication.

3. Delegation

- Mindset: Trusting others, empowering subordinates.
- Skill: Assigning tasks based on skills, avoiding micromanagement.

Example:

Ratan Tata gave autonomy to the CEOs of Tata Group companies, enabling innovation in Tata Motors, Tata Steel, and others.

Indira Nooyi (PepsiCo) → trusted her teams to execute strategies, while she focused on vision.

4. Decision-Making

- Mindset: Analytical, courageous, ethical.
- Skill: Evaluating alternatives, making informed choices under uncertainty.

Example:

PM Mrs Indira Gandhi's decision during the Bangladesh Liberation War (1971) to support freedom fighters was risky but strategically significant for India's security.

Satya Nadella → pivoted Microsoft to cloud-based strategy, ensuring relevance.

5. Effective Communication

- Mindset: Openness, clarity, listening orientation.
- Skill: Articulating policies, persuading others, and using effective non-verbal cues.

Example:

Barack Obama's speeches communicated complex policies in simple, inspiring ways, motivating citizens and building trust.

PM Shri Narendra Modi → “Mann ki Baat” connects directly with citizens.

6. Adaptability

- Mindset: Flexible, resilient, proactive to change.
- Skill: Adjusting to organisational and environmental shifts.

Example:

Satya Nadella (CEO, Microsoft) shifted Microsoft's focus from software licensing to cloud computing, adapting to new technological realities.

Indian decision-makers adapted to the COVID-19 crisis and started making and exporting PPE Kits, which were not manufactured in India before the pandemic.

7. Risk-Taking and Accountability

- Mindset: Courage with responsibility.
- Skill: Taking calculated risks, owning results.

Example:

Elon Musk's investment in SpaceX, when many predicted failure, shows both risk-taking and responsibility, leading to breakthroughs in private space travel.

Dhirubhai Ambani → took risks in the textile and petrochemical sectors, revolutionising Indian industry.

8. Persuasiveness and Influence

- Mindset: Confidence in ideas, motivating others.
- Skill: Inspiring commitment, aligning people to goals.

Example:

Mahatma Gandhi's persuasive leadership mobilised millions through non-violence.

Martin Luther King Jr. → inspired the civil rights movement with “I Have a Dream.”

9. Human Resource Management

- Mindset: Human-centred, empathetic.
- Skill: Handling aspirations, grievances, and the motivation of employees.

Example:

Infosys founder Narayana Murthy emphasised employee welfare and transparency, earning loyalty and high productivity.

Google → “People-first” policies like flexible work foster loyalty.

10. Negotiation

- Mindset: Problem-solving, win-win focus.

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- Skill: Conflict resolution, consensus-building.

Example:

Abraham Lincoln's "Team of Rivals" cabinet—he negotiated differences among strong personalities, keeping unity during the U.S. Civil War.

UN leaders → broker peace negotiations in conflict zones worldwide.

11. Creativity and Innovation

- Mindset: Curiosity, openness to new ideas.
- Skill: Encouraging brainstorming, inspiring innovation.

Example:

Steve Jobs at Apple transformed industries through innovative products like the iPhone and iPad.

Dr. Verghese Kurien → launched India's White Revolution (Amul).

Elon Musk → inspired innovation in electric cars, rockets, and AI.

12. Coaching and Mentoring

- Mindset: Supportive, committed to the growth of others.
- Skill: Guiding, training, and giving feedback.

Example:

Indian cricket captain M.S. Dhoni mentored young players like Virat Kohli, grooming them into future leaders.

Corporate leaders → leadership development programs (e.g., Infosys Leadership Institute).

13. Time Management

- Mindset: Discipline, respect for deadlines.
- Skill: Prioritising tasks, ensuring efficient work.

Example:

PM Shri Narendra Modi is known for strict discipline and punctuality, often beginning meetings at scheduled times regardless of who has arrived.

Military leaders → rely on precise time management for mission success – Operation Sindoora

Conclusion

A leadership mindset is the bridge between possessing leadership skills and applying them effectively. Leaders who cultivate vision, adaptability, accountability, empathy, and innovation can convert their skills into lasting influence, organisational success, and social transformation.

Activities to understand Leadership and Developing a Mindset for Leading

(The teacher can do some or all these activities/any other activities, in the class to provide the required skill set to the students)

1. 'Cs' of the Qualities of a Leader.
 - a. Find 11 'Cs' of the Qualities of a Leader.
 - b. Words can go in any direction.
 - c. Words can share letters as they cross over each other.



Source: <https://puzzlemaker.discoveryeducation.com/word-search/result>

2. Leadership Skills:

- Find 12 Leader Skills.
- Words can go in any direction.
- Words can share letters as they cross over each other.



Source: <https://puzzlemaker.discoveryeducation.com/word-search/result>

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2. **60 Seconds Game/Time-Management:** Ask the students to stand up and close their eyes at the first bell/ring and open them when they feel 1 minute or 60 seconds have passed.
Ask a student to keep time and tell the class who was first to open his/her eyes and who was the last. The class can then discuss what 60 seconds means to different students.
3. Take a page and make 24 squares on it. Start writing what you did in the last 24 hours after you got up. Enumerate productive and non-productive activities.

Important Terms/Terms/Information

1. **Robbins:** “Leadership is the ability to influence a group towards the achievement of goals”.
2. **Vision and Strategic Thinking** require a forward-looking, goal-oriented mindset that can connect the present with the future.
3. **Team Building and Collaboration:** Mindset: Inclusive, trust-building, cooperative.
4. **Delegation:** Mindset: Trusting others, empowering subordinates.
5. **Decision-Making:** Mindset: Analytical, courageous, ethical.
6. **Effective Communication:** Mindset: Openness, clarity, listening orientation.
7. **Human Resource Management:** Mindset: Human-centred, empathetic.
8. **Coaching and Mentoring:** Mindset: Supportive, committed to the growth of others.

Short and Long Questions

Short Answer Type Questions

1. Define Leadership.
2. Write a note on any two qualities of a leader.
3. Write a note on the functions of a leader.
4. Explain three leadership skills in 30-40 words.
5. Give three measures through which leadership skills can be developed.

Long Question

6. Define Leadership. Discuss leadership skills and methods to develop a mindset for leading.

MCQs for Competitive Examinations - <https://forms.gle/38FgcMDYEHLxX13Y6>

Additional Resources/Suggested Readings

1. Sharma, Vibha. Fundamentals of Public Administration for Semester – I, Jalandhar: New Academic Publishing Co, 2024
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8. Naidu, S. P. Public Administration. New Delhi: New Age International, 2006.
9. Sharma, M. P., B. L. Sadana and Harpreet Kaur. Public Administration in Theory and Practice. Allahabad: Kitab Mahal, 2015.
10. Relevant reading material from e gyankosh - <http://egyankosh.ac.in/>
11. Relevant reading material from e PG Pathshala - <https://epgp.inflibnet.ac.in/>