



## **NEW THINKING ABOUT LEADERSHIP AND MANAGEMENT**

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### **INTRODUCTION**

Stanley suggests that there is no need to go beyond transformational leadership models as we enter the 21<sup>st</sup> century. Already in the 21<sup>st</sup> century, multiple new leadership and management concepts have emerged, many of which focus on the complexity of the relationship between the leader and the follower.

### **1. SERVANT LEADERSHIP**

Although Greenleaf developed the idea of servant leadership more than 30 years ago, it continues to greatly influence leadership think in the 21<sup>st</sup> century. Howaston-Jones also suggests that servant leadership is about “leaders serving the needs of followers, and empowering them rather than the organization”. Thus, servant leaders consider their followers needs first and then empower them to achieve organizational goals. This is very different from traditional management where the organizational goals and needs are paramount. In addition, Howaston – Jones says that trust is the cornerstone of servant leadership and that mutual respect and feedback are an essential part of the leader – follower relationship.

Followers can mislead leaders. Leaders can counteract this, however, by keeping vision and values front and centre, cultivating truth values, honouring one’s intuition, making sure followers are allowed to disagree, setting a good ethical climate and delegating appropriately. In doing so, the leader creates an atmosphere where follower influence will more likely result in positive rather than negative outcomes.

### **2. PRINCIPAL AGENT THEORY**

Principal agent theory, which first emerged in the 1960s and 1970s, is another interactive leadership theory, being actively explored in the 21<sup>st</sup> century. This theory suggests that not all followers are inherently motivated to act in the best interest of the leader or employer. This is because followers may have an informational (expertise or knowledge) advantage over the leader as well as their own preferences. The risk then is that agents will pursue their own objectives or interests instead of that of their principal. Principals then must identify and provide agents with appropriate incentives to act in the organization’s best interest.



### **3. HUMAN SOCIAL CAPITAL THEORY**

Human capital theory “recognizes that individuals and organization invest in human capital in anticipation of gains in the forms of increased productivity and financial returns”. Jones suggest that human capital can be viewed from both an individual and an organizational perspective. From the individual perspective, human capital includes the knowledge and skills that result from education, training and experience.

### **4. EMOTIONAL INTELLIGENCE**

Another leadership theory gaining prominence is that of emotional intelligence. Rao, suggesting that while emotional intelligence and technical are increasingly being recognized as critical to successful leadership and management, it is emotional intelligence that is the “sine qua non of leadership”. Reeves suggests that developing emotional intelligence begins with self awareness enhanced by self – care behaviours. Then, the individual needs to develop an awareness of others. Finally is the development of empathy, which requires that the individual learn to actively listen to others. Most theorists agree that emotional intelligence is critical for building co-operative and effective team.

### **5. AUTHENTIC LEADERSHIP**

Another emerging leadership theory for the contemporary leader – managers arsenal is that of authentic leadership. In authentic leadership, it is the leader’s principles and their conviction to act accordingly that inspire followers.

Ilies and associates argue that there are many reasons why employees who work for authentic leaders are generally more satisfied and motivated. “First, authentic leaders provide an atmosphere conducive to the experience of positive emotions. Second, leaders can serve as a positive behavioural model for personally expressive and authentic behaviours. Third, leaders can support the self-determination of followers, in part by providing opportunities for skill development and autonomy. Finally, through a process of social exchange, leaders can influence and elevate followers”.

### **6. THOUGHT LEADERSHIP**

Another relatively new leadership theory is that of thought leadership which applies to a person who is recognized among his or her peers for innovative ideas and who demonstrates to promote those ideas. Thought leaders always challenge the status quo and attract followers not by any promise of representation or empowerment, but by their risk taking and vision in terms of being innovative.



## **7. QUANTUM LEADERSHIP**

Quantum leadership is another relatively new leadership theory that is being used by leader – managers to better understand dynamics of environments, such as health care. This theory, which emerged in the 1990s builds upon transformational leadership and suggest that leaders must work together with subordinates to identify common goals, exploit opportunities and empower staff to make decisions for organizational productivity to occur. This is especially true during periods of rapid change and needed transition.

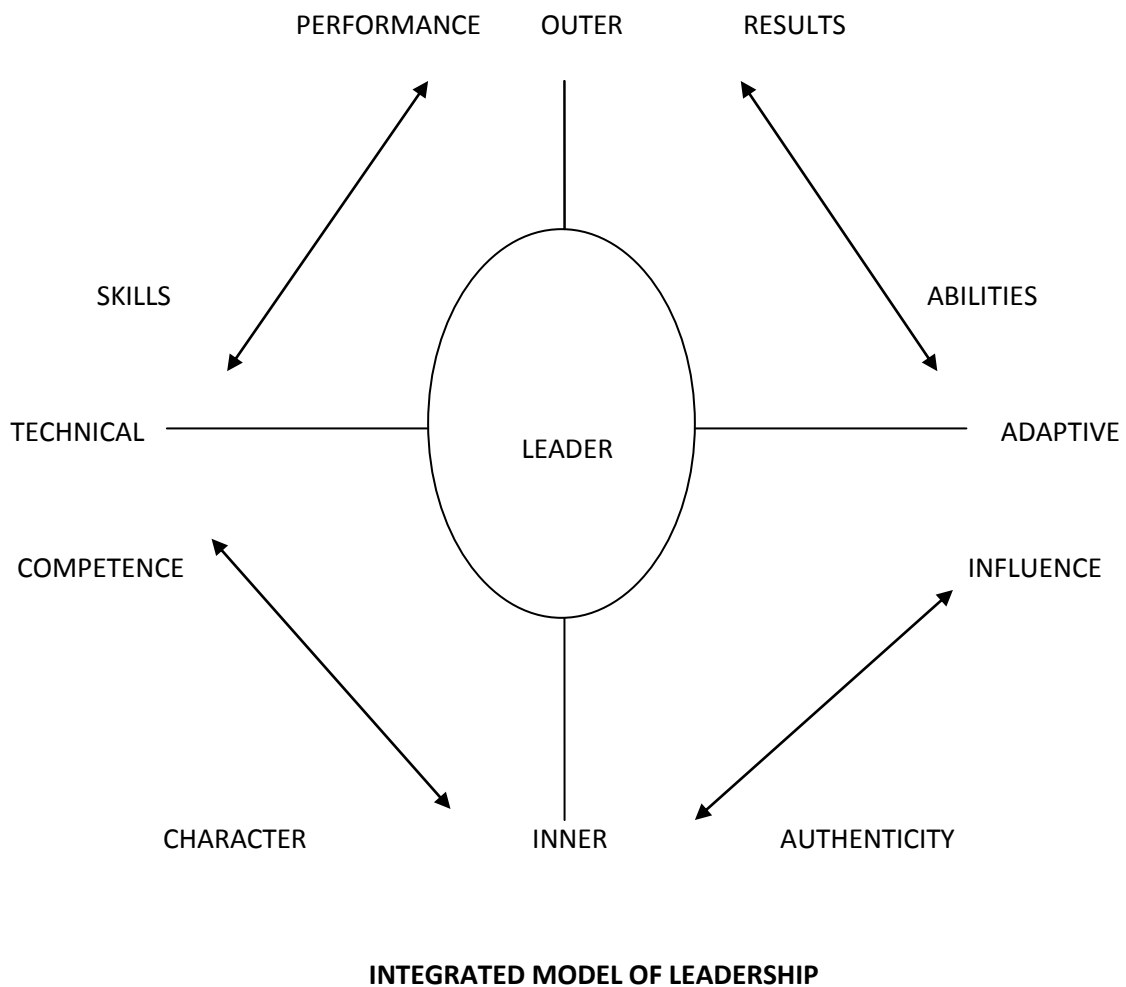
## **8. CULTURAL BRIDGING**

The new role of the leader-manager as a cultural bridge has become a requirement as our society becomes more diverse. Cook sees diversity as the differences among groups or between individuals. Diversity then acknowledges that not everyone is alike and that for understanding and growth to occur, it is imperative to acknowledge our differences. Weston suggests, then that contemporary leader managers must appreciate the diverse points of view, leverage the strengths and value the differences in colleagues from various generations so that individuals can form creative, adaptable and cohesive work groups.

## **TRANSITION FROM INDUSTRIAL AGE LEADERSHIP TO RELATIONSHIP AGE LEADERSHIP**

Scott contends that industrial age leadership focused primarily on traditional hierarchial management structures, skill acquisition, competition and control. Relationship age leadership focuses primarily on the relationship between the leader and his or her followers, on discerning common purpose, working together cooperatively and seeking information rather than wealth. Servant leadership, authentic leadership, human and social capital, emotional intelligence and cultural bridging are all relationship-centered theories that address the complexity of the leader-follower relationship.

Yet the leader-manager in the organizations can and must not focus solely on relationship building. Assuring productivity and achieving desired outcomes are essential to organizational success. The key, then, likely lies in integrating the two paradigms. Performance and results priorities must be balanced with authentic leadership and character. In other-words, leader-managers must seek the same balance between leadership and management that has existed since time began.





## CONCLUSION

The leader-managers are challenged not only to know and be able to apply classical leadership and management theory but also to keep abreast of new insights, new management decision-making tools, and new research in the field. It is more important than ever that leader-managers be able to integrate leadership roles and management functions and the same balance can be achieved between industrial age leadership and relationship age leadership skills. Leading and managing in the 21<sup>st</sup> century promises to be more complex than ever before, and leader-managers will be expected to have a greater skill set than ever before. The key to organizational success will likely be having enough highly qualified and visionary leader managers to steer the course.