

Different Leadership Style of Leaders and Their Prospective On Informal Group Formation in Organisation – A Case Study on Business Tycoons of India

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Abstract : Leadership is a way to lead a group of people or organization to act towards achieving a common goal. It's a process of motivating and encouraging other to work enthusiastically towards objectives. Individuals with good leadership skills in organization often rise to executive positions. Leadership involves; establishing vision & mission, motivating employees, lay down procedure to follow path and maintaining interests of stakeholders. Good leaders all always passionate in their approach, courageous with their decisions, determined to achieve, transparent in their approach, modest and confident.

Different leadership styles practice in business world are; Autocratic, Democratic, Laissez- Faire, Transformation, Coaching, Visionary and Strategic leadership style.

What is difference between these different leadership styles?

What kind to traits they possess which differentiate them with other leaders?

I have studied different business tycoons of India.

How they impacted their organization with their trait?

How they contributed in employee motivation?

Key words: Leadership Styles, Vision & Mission, Business Tycoons, Motivation, Good Leadership Traits

I. INTRODUCTION

Leadership is a way to lead a group of people or organization to act towards achieving a common goal. It's a process of motivating and encouraging other to work enthusiastically towards objectives. Leadership cannot be taught, however it can be learned and enhanced through proper training. Individuals with good leadership skills in organization often rise to executive positions such as Chief Executive Officer, Chief Operating Officer, Chief Financial Official, Managing Director or Chairman.

Leadership involves:

- Establishing a clear vision
- Motivating others employees of organization so that they follow Vision willingly
- Providing the relevant information and methods to work towards it
- Coordinating with the conflicting interests of all stakeholders.

A leader steps up in times of crisis, and is able to think and act creatively in difficult situations. Leadership provides direction for an organization. Leadership involves motivating employees to effectively perform their responsibilities, guiding them to achieve their goals effectively and regularly managing employees with their processes followed for completion of their tasks. Leadership is also set a positive example for employee to follow, motivating to learn new things and helping out in need in to both individual and team.

What are Different leadership styles?

2.1 AUTOCRATIC LEADERSHIP: This style focuses on the Boss. These type of leaders holds all authority and responsibility. They take decisions on their own without consulting others. They decide, pass their decision and expect everyone to follow it. Autocratic work environment does not have flexibility. Technically, there are very few situations that can actually support autocratic leadership

Informal Group under Autocratic Leadership: These leaders generally don't like to form informal group within organization as they always want it decision to follow without any doubt and informal group may create grape wine with in organization and may increase uncertainty.

2.2 DEMOCRATIC LEADERSHIP: This leadership style is exactly opposite of autocratic leadership. This type of leadership involves subordinates in making decision. Democratic leaders hold power to make final decision, however they delegates authority for completion of objectives. The important feature of this leadership is that they communication both upwards and downwards. Democratic leadership is one of the most preferred leadership, and it requires competence, creativity, courage, intelligence and honesty.

Informal Group under Democratic Leadership: As this leadership style delegate authority and responsibility to their subordinate, then informal group always speed up the process and make quick decision. So they like to have informal groups within organization and they always see it as good sign. But again they don't want grape wine to form within organization.

2.3 LAISSEZ- FAIRE LEADERSHIP: It is based on trust. These leaders are available to guide and motivate and provide necessary resources in case of need. Trust lead to faith in leaders which lead to subordinated following their path effectively. Delegate the responsibilities to make decisions to subordinates. It allows people to work at their own speed and provides maximum scope for innovation.

Informal Group under this Leadership: As these leader form based on trust, so they kind of emerged from informal group itself by gaining trust from individuals, they are not leaders by designation but by trust. So, informal group is a positive sign here.

2.4 STRATEGIC LEADERSHIP STYLE: These leaders head organization. They form strategies Strategic. Generally they follow top down approach so that decision made should be implemented within organization. The strategic leader fills the gap between the need for new possibility. Effective leaders make decisions which are necessary for organization, so that they can excel.

Informal group: Generally these leaders don't want to form informal group or raise objection on the decision they have made. They want their decision to implement without any doubt.

2.5 TRANSFORMATIONAL LEADERSHIP: These leaders always work for initiating change in organization. They motivate others to bring and adopt change for betterment. They set more challenging expectations and try to achieve high performance. They have more followers who are satisfied with them. This is mainly as they motivate their followers.

Informal group under this leadership is always welcome they as always look to implemented necessary and useful changes in organization and changes idea most of the time come from ground level and without informal group formation its very difficult to come out to leaders. So yes they want informal group to form within organization.

2.6 COACHING LEADERSHIP: It involves teaching, coaching and mentoring followers. In this kind of leadership, followers are helped to improve their skills. It's a very difficult job to do, as it change career path for their followers and it could be in right way or in bad way. They always motivate, inspire and encourage their followers.

Informal group under this leadership doesn't matter much as they always work towards improvement and betterment of followers and if someone is looking for their coaching and mentoring will not affect by informal group much. So they are neutral about formation of informal group.

2.7 VISIONARY LEADERSHIP: The leader is stimulating vision. They help others to motivate and contribute to organization vision. They allow followers to move together towards a common view towards future. The visionary leadership style is effective when an organization needs a new and clear direction to follow. The visionary leader always shares their vision of future, which allows followers to know how important their role in future state. By motivating followers they become part of the organization and vision seeks.

Informal Group: These leaders don't bother much with the formation of informal groups within organization. As they focuses more on achieving goals instead how it is being achieved. Informal group within formal organization has its own advantages and disadvantages. So this type of leaders focuses on broader prospective.

1. CASE STUDY ON LEADERSHIP STYLE FOLLOWED BY BUSINESS TYCOONS OF INDIA

Objective of this case study is to identify the different leadership styles followed business tycoons of India and how it impacted organizations growth and informal group formation within organization.

I have studied Indian MNCs and their leaders' style of working. How they influence their colleagues, organization to work for betterment. It's a secondary research as was not entertain to be part of various organization and conduct this study so I have extracted fact and figures from the news in the market prevails on those companies and leaders.

The leadership style of 6 Indian business tycoons of Indian MNCs:

- a) Reliance Group – Mukesh Ambani
- b) Infosys –Narayana Murti
- c) Tata – Ratan Tata
- d) Airtel – Sunil Bharti Mittal
- e) Wipro – Azim Hashim Permji
- f) Aditya Birla Group – Kumar Manglam Birla

1.1 RELIANCE INDUSTRIES LIMITED – MUKESH AMBANI

Mukesh Dhirubhai Ambani is an Indian business tycoon who is chairman, managing director or Reliance Industries Limited. **He is a visionary leader.** He has a ability to look for future for is organization. He knows how to viable in future for the betterment of business. He is very patient; always look for solutions for any problem. He is proactive in his approach. In real life Ambani diversified reliance business and ventured various businesses. He always says aim higher. Few years back he always dreamed of beating Taiwan and Korea at polyester business. He dreamed this when he was 30 years old and today Reliance is the biggest producer of polyester fiber in the world. He always likes to focus on his business and he always appreciated for petroleum refinery at Jamnagar.

His leadership qualities are:

- a) He always thinks out of the box
- b) He is patient with his work and approach
- c) Motivate ordinary people to do extra ordinary-things
- d) Invests in excellent undertakings
- e) Self-belief
- f) Opportunity analyst

1.2 INFOSYS – NARAYANA MURTI

Mr. Narayan Murthy was born in a middle class family in Karnataka, His father taught him importance of discipline and good values. At present he is the Chairman of Infosys. Mr. Narayan Murthy is influenced by Mahatma Gandhi. **He is a strategic leader.** In this competitive

market you can win an advantage if you have first mover advantage. Identify the need of the customers and give them more than their expectation. Always value your customer, be fair to them. He believes "Growth comes from repeat business, repeat business comes from relationships, and relationships with customers are built on trust and trust is built by delivering quality products."

His leadership qualities are:

- a) Underlying principles which give confidence and strength to perform difficult tasks as well.
- b) He is very modest in his approach
- c) Under-promising & Over-delivering. This helps him build a healthy long-term relationship with his stakeholders.
- d) Performance Oriented
- e) Social being: He believes in putting the public good ahead of private good

1.3 TATA GROUP – RATAN TATA

He is a democratic leader. He is more democratic because he always motivate his team to be creative, communicative and participative. He forms strategy for future and very well engaged in decision making process. Ratan Tata has never depicted autocratic style of leadership while making decisions. It's only seen when some quick decision required, but he is never too commanding in his approach. Being always believes in performing tasks instead of speaking more. Examples are acquisitions of business powerhouses such as Corus, Jaguar and Land Rover, and Tetley Tea. In day to day work he works on the Laissez-Faire model by delegating duties and decision making power to his subordinates, this shows that he has complete trust and faith in his employees.

His leadership qualities are:

- a) Leader with a mind: where ever he has invested has given him a good results
- b) A man with ideas: always look for creative ideas and ventures to invest in
- c) Be bold and confident with his decisions
- d) Man of integrity: he always work ethically and with truthfulness

1.4 AIRTEL – SUNIL BHARTI MITTAL

He is founder, chairman and managing director of Bharti Group. He is labeled as most ambitious telecom entrepreneur in India. Sunil Bharti Mittal is Asia's most prominent self-made billionaires. **He is transformational leader.** He was one of the first Indian entrepreneurs to identify the mobile telecom business as a major growth area, which was upcoming technology then. He recognized it and launched telecom services in Delhi way back in 1995; within a few years company became the first telecom company to cross the 2-million mobile subscriber's mark. The rest is history.

His leadership qualities are:

- a) Evolve your business with proper vision
- b) Never give up attitude
- c) Patience by nature
- d) Ready to sacrifice to achieve more
- e) Know your network well, which helps to grow

1.5 WIPRO – AZIM HASHIM PERMIJI

He is chairman of one of the largest software company in India i.e. Wipro Technologies. He is the greatest entrepreneur of all times in the list compiled by leading business magazine. He wants to bring company within 100 technology companies in the world. Azimeji Leadership is an impossible blend of quiet energy with an understand drive for excellence. **He has visionary & coaching leadership skill.** Under his leadership WIPRO has spread in India and also around the world because of his commitment toward his work. According to him successful leaders must be able to articulate, stated, committed vision, built on a foundation of value, must have self-confidence. Leader should keep improving their values, standards and quality.

His leadership qualities are:

- a) Powerful trustworthiness
- b) He is transparent with his approach
- c) He teach and coach his subordinates
- d) He display energy and motivate other with it
- e) Insightful

1.6 ADITYA BIRLA GROUP – KUMAR MANGLAM BIRLA

Kumar Mangalam Birla is an Indian industrialist and the chairman of the Aditya Birla Group. It is one of the largest multinational companies in India. He took over the from his father in 1995. Since then, he has transformed the \$2-billion group into a \$41-billion behemoth with a presence across 36 countries in metals, viscose staple fiber, carbon black, cement, telecommunications, branded apparel, financial services and retail. **He is a transformational leader.** As with current examples he saw opportunity in various sectors and convinced his employees to work towards and it now it is India's biggest MNC. He always emphasized the importance of team work to create a successful organization. He once said "We need star teams, not just stars."

His leadership qualities are:

- a) Polite and firm with his decisions
- b) Independent mind with confidence
- c) Calm and Compose
- d) Understated aggression
- e) No ego at work
- f) Good listener

4. CONCLUSION AND RECOMMENDATION

As per my analysis, I have found out that in all 6 Indian business tycoons majorly they have common personality traits like:

- a) Confidence
- b) Self-respect
- c) No Ego at work
- d) Visionary in approach
- e) Good listener
- f) Calm and compose in their attitude
- g) Opportunities
- h) Out of box thinking
- i) Most importantly they know how to motivate their subordinates

All these qualities made them stand out of 125 cr of Indian population. They have taken their business to new heights after they took over from their presiders. Even after having similar personality traits they have their own leadership style and it can be mix of one or two leadership traits which we have discussed above.

- a) Mukesh Ambani – Visionary Leadership Style
- b) Narayana Murti – Strategic Leadership Style
- c) Ratan Tata – Democratic Leadership Style
- d) Sunil Bharti Mittal – Transformational Leadership Style
- e) Azim Hashim Permji – Visionary & Coaching Leadership Style
- f) Kumar Manglam Birla – Transformational Leadership Style

Perspective of Business Tycoons over informal group formation in organization: Within any organization employees tend to form informal groups; it's an uncontrivable factor. Only leadership trait where it can be restricted is Autocratic Leadership skill, else it can't be controlled. None of these leaders follow different leadership style apart from autocratic. So they don't bother much with the formation of informal group. They focus more on business enhancement, customer satisfaction, and employee motivation and bring results on the plate. They all are neutral with this uncontrollable factor in organization.

So my recommendation to other leaders and people that they should work on themselves to prove to be an asset for themselves, for their organization and to their subordinates. They should work on enhancing their leadership skill through coaching, mentoring and working on personality traits of these successful leaders.

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