



THEORISING LEADERSHIP; RECENT TRENDS

Dr GURUBASAVAR

AJASWAMY PANDI LECTURER KARNATAKA

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KEYWORDS :

The Current literature on Political leadership deals with conceptual problems, levels of analysis, issues and counterfactual questions. This is followed by a consideration of major modes of analysis for the study of political leadership. First we can consider the question of who precisely becomes a leader? why some persons but not others rise to position of authority.

Are Leaders Born or Made ?

According to Jean Blandel Leadership is both elusive and universal. It applies everywhere and can be analyzed everywhere on the basis of universal criteria. What has to be discovered is how individuals come to exercise this power and, particularly, the forms of two-way relationships between leaders and environment: these will ultimately provide the means of classifying leaders in the truly systematic manner which has to emerge. Knowledge of personality and the personal characteristics of leaders are deficient and it is impossible to analyze precisely the characteristics of the society in which leaders emerge. Blondel Jean says, one can begin, however, to monitor leaders' goals and societal expectations and classify types of leaders characteristics, and list and assess their behavior in order to draw more rigorous comparisons.

Studies of motivations of political elites have dealt almost exclusively with psychological variables, and they have focused on a single motivating factor that is held to be a universal applicability. Mustafa Rejai and Kay Phillips study of prominent political leaders of the present and the past finds that a mixture of psychological and sociological variables is likely to converge to explain the motivations of political elites. Social background variables coalesce with politicization experiences, situational encounters, psychological dynamics, and talents and skills toward elucidating the forces that catapult people toward political leadership roles.

In the opinion of Irene Etzersdorfer, the scholarly unprotected term; "leadership" is used for a number of different concepts. Debates conceal hidden and unsolved theoretical tension concerning the individual impact on the political process. In times of a strengthened call for the development of inter- and transdisciplinary approaches, the neglect of studies concerning the systematic investigation of the links between "subject" and "politics" risks to give up a broad field of public interest to pseudo scholarly views or to "scientific approaches", which draw a picture of a world ruled by rational calculations only. Approaches which also take into account the impact of the dark and chaotic parts of the psyche to politics are either popularized in a dilettante way or treated as mere epiphenomenon without any relevance in political life. Political science is currently being diverted from empirical, methodology based thinking, as well as from the hermeneutic approach. Leadership studies promise to function as a potential focus of a re-evaluation of "politics" under the incorporation of the neighboring fields: social psychology, political psychology and psychoanalysis.

Perceptions of leadership quality depend upon personality traits. With John Major as a case study Phillip Jones, E John Hudson demonstrate that the most important personality attributes are those, which contribute to the belief that a leader can govern in a business-like fashion. Changes in personality traits affect the rating of a leader and ratings affect a party's electoral support. Using this approach, perceptions of John Major's personality are changed continuously to illus-

trate the impact on voters. A Monte Carlo simulation is introduced to allow for the likelihood that not everyone would perceive a personality change. This approach is preferable to alternatives and can explain why, on occasion, there has been dispute over the importance of party leadership in British general elections.

According to Kwaku Danson, autocratic political leadership in sub-Saharan Africa has created immense problems for the continent. Unless this situation is arrested through democratic reforms, Sub-Saharan Africa will continue its downward slide as registered on indices of economic production and social development. Personality and circumstances interact to determine whether a person will become a leader or not. Different kinds of tasks require different kinds of leadership. It is apparent that the leadership that led Sub-Saharan African countries to independence has proved incapable of solving the post-independence problems. Since we have no scientific evidence to show that African leaders possess genetic traits which contribute to autocratic tendencies, we have to place enough checks and balances in the political environment to ensure that rules and regulations are not violated by leaders. Therefore, those institutions that enforce the laws of the land must be strengthened. Through civic education, every African must work hard to ensure that the terms of leaders are limited, people's self confidence is promoted, and respect for life and property is enhanced.

The literature on stress and political leadership typically views such potential stressors as time-pressure, severe consequences for bad decisions, inadequate information, and conflicting demands as negative influences on political performance. We know, however, that many politicians thrive on or even require such circumstances. Drawing on medical, historical, psychiatric, psychological, and political science literature, Robert S. Robbin, Robert M. Dorrn proposes that there are at least three major types of leaders in regard to potential stressors: (1) sturdy warriors (who cope with or who even enjoy and are helped by events commonly reacted to by others as stressors); (2) battle-hungry warriors (who are psychologically drawn to potential stressors and "cannot function", well or badly, without them), and (3) frail warriors (who are unable to cope with stressors). Subcategories, including psychological and political dynamics, are provided.

The tension between moral aspirations and the demands of political achievement lead many to despair of the relationship between ethics and political leadership. Patrick J. Doherty builds upon the classic theory of normative prudence to argue that political prudence serves as a vital moral resource for leaders to bridge that gap. Political prudence covers the normative practices derived from the requirements of political achievement. The ethics of prudence focuses upon the obligation of a leader to achieve moral self-mastery, to attend to the context of a situation, and through deliberation and careful judgment to seek concrete outcomes that are legitimate and durable. Political prudence requires foresight, openness to experience and reason, timing, linking means and ends, seeking durability and legitimacy of outcomes, and building community. This account of political prudence argues that prudence is a necessary but not sufficient condition for ethical leadership.

The congruence hypothesis based on implicit leader theory [Lord 2000] asserts that leadership effectiveness should be related to the degree of fit between leader's behaviour.

The globe project labeled implicit leadership theories held of members of a particular culture as culturally endorsed leadership theories (CLT). The group of societies will enable in this theory as the researcher cannot only test difference within countries but test the consistency of findings within and across cultural groupings.

Charles Robert Davidson explains the changing nature of political leadership in the Palestinian controlled territory. Describing the circumstances that placed Chairman Yasser Arafat and his governing structures at odds with more democratic civil organization, the author examines the steps necessary to bring national and sub national organizations together to form a lasting democratic government.

Valenty Feldman and their contributors challenge the current state of political leadership studies by offering a Variety of analytical methods from scholars around the world. While focused on American political leaders. The different approaches and vantage points offer fresh insights of the roles of cultural and political contact including the historical circumstances, environment factors and socializations agent that affect and shape American political leadership and performances.

CONCLUSION

In modern societies, hereditary leadership is on the wane. Leaders are elected, appointed or rise to office because they has displayed certain qualities. In the current context, those who can be said to be born great are those who are born with leadership qualities. What then are these qualities? Names of acknowledged leaders of the twentieth century come to mind- Aung Sang Suu Kyi, Golda Meir, Mahatma Gandhi, Lee Kuan Yew, Mao Tse Tung, Nelson Mandela, Sukarno, Tengku Abdul Rahman, Margaret Thatcher, Mother Theresa, to name a few. So what made the leaders?

The ability to have others in a group accept and follow a leader requires a strong, dominant, extrovert personality, if not charisma. Leaders must have a vision and a capacity to inspire and motivate others. To galvanize others into action, a leader has to persuade and convince others to follow their way. The power of oratory is seen dearly in the leadership of Winston Churchill, integrity, consistency and steadfastness in the face adversity are also qualities in leaders.

Many of these qualities are often in born. This is certainly true of charisma and personality. However other qualities, that are associated with leadership, are not necessarily linked to personality; they are

more in the nature of skills that can be learnt. The ability to persuade and convince others to accept one's argument or reasoning is such a skill, albeit that some people are more gifted at it than others. Not every good speaker is Winston Churchill or a Lee Kuan Yew, for example. Good leaders should also have integrity of character and lead by example. These qualities, which go to make up character, can be instilled as well. She who seeks to lead needs to command respect. She has to know his/her subject and the people whom she is to lead. In current parlance, not only must she have intellect and character, but also equally important, she must have emotional quotient, or EQ.

Although some are born with leadership talents and personalities, there are those who are placed in positions where they are required to lead, but may not have these inborn qualities. These are persons who have greatness thrust upon them" such persons have to acquire the skills that their position calls for. To this extent then leaders arguably can be cultivate.

Experience shows that different situations call for different kinds of leadership. Times of war and times of peace call for different kinds of leaderships For example, Winston Churchill was a good wartime leader, but was less successful in peacetime. Likewise in the corporate world now, we see the fall of the more flamboyant icons of the last decade and the call for quieter type of leader who has the stamina to pick up the pieces and put a company back together again. Vision with a capital V is less important now than the ability for tedious detailed work. To put it simply, different times call for leaders with different qualities, personalities and skills.

Leadership is required in a variety of situations and setting. There are world leaders, leaders of countries, of political parties, associations, business organization, professional groups, clubs, and so on. Every organization of human beings needs a leader even if he is just a primus inter pares. In fact one can be called a leader so on as there is another person to led. Moreover, a person is no less a leader even if he holds no office so long as he/she is in a position to influence the others in the group.

These cursory observation led to the conclusion that theoretically anyone can be called upon to lead in given situation, and ideally when such an occasion does arise he/she must be ready to assume the position and discharge the responsibilities.

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