

VALUE DEVELOPMENT: ESSENTIAL ASPECT IN CHANGING LEADERSHIP TRENDS

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India is democratic country. In this Democracy all are having equal rights to vote & right to take participation in democracy which is mentioned in article no.19 (a) in Indian Constitution. Nowadays because of this right to be a contestant in election any one can consider himself eligible for the elections. But the question is that even though they are eligible contestant for election but are they having leadership qualities, moral values in true sense to lead the people? To lead the society? & To lead the Nation? So first focus on what is leadership?

Leadership is the quality of behaviour of individuals whereby they guide people or their activities in organising efforts” — Chester I. Barnard

“Leadership is the ability of a superior to induce subordinates to work with confidence and I zeal” — Koontz and ‘Donnell

“Leadership is the process by which an executive imaginatively directs guides and influences the work of others in attaining specified goals.” — Haimann

Leadership may be defined as a position of power held by an individual in a group, which provides him with an opportunity to exercise interpersonal influence on the group members for mobilising and directing their efforts towards certain goals. The leader is at the centre of group’s power structure, keeps the group together, infuses life into it, moves it towards its goals and maintains its momentum.

He may emerge in a group by virtue of his personality characteristics and qualities or by virtue of common consent by group members. In the latter case, the leader derives his power from the group members. He continues in the leadership position at the pleasure of group members collectively. Leadership position exists in most group settings irrespective of the size of the group. For example, a leader of national or international standing commands widespread influence over a large number of people while the influence of the leader of a small work group in an organisation is very limited. Both are leaders in their own right and fulfil our definition of leadership.

Leadership is an influential process. The leader is in a position to shape, regulate, control and change the attitudes, behaviour and performance of his group members. The latter are supposed to

comply with the former's desires and directives and partially suspend their own judgment and discretion. There exists a particular relationship between the leader and his group members which is characterised by interpersonal and social interaction.

In a group, the leader and his followers play the roles expected of them and thereby seek to justify their respective positions. Some leaders may be able to play their role effectively whereby they succeed in getting the willing cooperation and commitment of their followers, beyond the normal call of duty.

Generally the leaders must have following qualities:

- (i) Knowledge, information and experience
- (ii) Resources for dispensing favours, rewards and penalties
- (iii) Formal authority
- (iv) Charisma
- (v) Distinct personality characteristics like for example, will to dominate, ability to establish rapport, skill to communicate, identity with and understanding of people, decisiveness and soon.

Skilful use of these power bases by a leader is likely to bring success to him; and success in some cases adds to the power of the leader. A successful leader gains more credibility in the eyes of people; they often tend to ignore other deficiencies in him; they resolve to adhere to him and allow themselves to be further exposed to his influence attempts.

But these qualities are not enough in changing scenario of our country. Because the expectations of the people & the sensitivity & expectations of people are increasing towards their leader. People are looking for such a leader who can meet their expectations & having moral foundations to his personality, social commitment, which is essential to develop the country.

There are two basic types & theories on the basis of leadership according to James Burnes one is transactional & another is transformational leadership. Transactional leadership occurs when one person takes the initiative in making contact with others for the purposed of an exchange of something valued that is leaders approach followers with an eye toward exchanging.

Transformational leadership is based on more than compliances of followers it involves shifts in the beliefs, the needs & the values of followers. According to burns, 'the result of transforming leadership is a relationship of mutual stimulation & elevation that converts followers into leaders & may convert leaders into moral agents. This leadership type is effective in coming generations, because these type of leaders mostly consider how to improve & maintain the quantity

& quality of performance how to reduce resistance to particular actions,& how to implement decisions.

These type of leaders & their qualities their functions we can relate with Kegan's theory of constructive development. Because the nature, the qualities, the attitude, the approach are don't remain same, it changes rather it develops with the time, maturity & experiences & every leader must develop these kind of attitude, approach.

Kegan's theory describes five developmental stages or orders of mind: the Impulsive Mind, Instrumental Mind, Socialized Mind, Self-Authoring Mind, and Self-Transforming Mind. The mechanism behind developing from one stage to the next is taking what we were once subject to and making it object. This is known as the "subject/object reversal". Another way to say this is that the process of development is learning to look at what before we were unknowingly looking through.

The development process is the continuous process so it is essential that how the leaders develop their stages of maturity, development in order to develop the society & nation as well.

Kegan's theory describes five developmental stages or orders of mind: the Impulsive Mind, Instrumental Mind, Socialized Mind, Self-Authoring Mind, and Self-Transforming Mind, in these stages the first two stages develops before the adolescent stage so let's focused on remaining three stages which are important for the successful leadership.

- **Socialized Mind-**

This stage is depending on one's own needs, interest & desires. Also it is related to social environment. If the leadership more focuses on social environment, social welfare, social relation buildings rather than ones own expectations, needs, & interest. The Socialized Mind is drawn to seeking alignment between itself and its surroundings. As a result, its underlying structure of meaning-making can be described as operating "across categories. This stage of the development is crucial because how much this will develop the success of the leader is depend on in what extent he has developed his involvement in the welfare of the society.

- **Self Authoring Mind-**

Is able to take a step back from its environment and hold it as object, regarding his or her culture critically. The Self-Authoring mind is able to distinguish the opinions of others from one's own opinions to formulate one's own "seat of judgment". The result is a "self-authoring" of one's own identity that is independent from one's environment. These individuals tend to be self-directed, independent thinkers. This step helps a lot to take decision firmly without facing depression.

- **Self Transforming Mind-**

It is the highest level of consciousness in kegan's model .This mind is able to take a step back from the act of self authoring. The person focuses on how his outlook can be more inclusive toward the problems. Here the person is having the quest is an acceptance of the incompleteness of wholeness.

In conclusion if the leadership is having the foundation of different types of value such as personal value, moral value, social value, then the people will follow the leadership which they can consider that this leadership is for them & for their welfare & progress. The development of value is so important because this is a lacking factor in mostly leadership. After getting the power the leaders are forgetting their values their commitment their principals for the sake of their own benefit, which should not happen. In coming years the people will follow & will impress by such leaders only who are having foundations of values & principals in his life. Because democracy is the biggest power, force which can make leaders & also can break the leaders, so the leaders should have faith & they have to be a propagators of the Democracy principals such as Freedom, Equality, Justice & Fraternity following the principals which are basic rights of every common people.

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