

Assignment-2

4. Expand on the following ~~as~~ statement:

"Charismatic leaders follow a four-step process in influencing their followers."

Ans- There are studies which have found that charismatic leaders follow a four step process in influencing their followers:

(1) Appealing vision - Charismatic leaders present a very ~~appeal~~ appealing vision of the future to their followers. They also present a long-term strategy for ~~attain~~ attaining a goal that will lead to a better future for the followers in the organization. The vision creates a feeling among the followers ~~that~~ that their organization is unique and special. The vision must be seen as challenging but achievable by people working in the organization.

(2) Vision statements - ~~Charist~~ Charismatic leaders communicate their vision to the followers through a vision statement that clearly states the mission or vision of the organization. The vision statement is repeated at every occasion to get the followers commitment to the goal and purpose of the organization.

Charismatic leaders boost the self-esteem of the followers by showing immense confidence and faith in their followers' ability to live up to their expectations.

(3) ~~At~~ New set of values - Through their words and actions, charismatic leaders convey ~~through~~ to their followers thus start identifying with their leaders and are willing to comply and do whatever their leader wishes.

(4) Unconventional behaviours - Charismatic leaders engage in unconventional behaviors that are high on emotions to show the followers how courageous they are. They thus demonstrate their complete conviction and faith in the vision. The emotions soon spread like an epidemic among the followers.

A number of studies have shown that organisation benefits when they ~~ch~~ have ~~charist~~ charismatic leaders:

(1) The followers of charismatic leaders perform better and are more satisfied.

(2) The followers of charismatic leaders are willing to put in extra efforts due to their respect and liking for their leaders.

(3) Organizations with charismatic leaders are more profitable.

5. "Team process is important for team effectiveness." Illustrate with the help of a corporate study.

Ans- Various processes which take place within the team can affect the effectiveness of the team. Some processes are beneficial to the group while others have a negative effect on the team. These processes may range from commitment of the members, common goals, social loafing to how conflict is managed in the team. Mere formation of a team does not automatically guarantee high performance and effectiveness.

The actual effectiveness of a group may be described by the following equation:

$$\text{Actual Group Effectiveness} = \text{Potential Group Effectiveness} + \text{Process gains} - \text{Process losses}$$

Some of the processes that affect team effectiveness are as follows:

- (1) Common plan and purpose
- (2) Specific goals
- (3) Team efficacy
- (4) Mental models
- (5) Levels of conflict
- (6) Social loafing.