

UNIT 8

Group Formation and Group Dynamic

1. Meaning, Concept, Type and Importance of Group

Group is formed when two or more individuals interact and independent come together to achieve a particular objective. Group is defined as two or more individual interacting in which the existence of all is necessary for the needs of individual group members to be satisfied.

1.1 Group dynamics: It is a system of behavior and physiological process occurring within a social group. It is influential personal processes that take place in the group. The study of group dynamic can be useful in decision making, behavior and popularity of new idea and technology

1.2 Group technique: It is the technique of achieving common goal of the group of the people through the joint participation, sharing of responsibility and working as a unit. Various group techniques are small farmer's group discussion, panel discussion, etc.

2. Types of group

a) Farmers group: It is created on the basis of effective extension approach. Initially this concept was brought to provide loan to the regular farmers on rotational basis to every member. Later on, this was carried out to the various agricultural practices.

Farmers group consists of 20-25 members with registration to the DADO/DLSO or service center along with rules and regulations. Farmers' groups need to collect fund in group trust name. Group meeting are conducted at regular basis, most commonly on monthly basis.

b) Women's group: This group is formed focusing on upliftment of female in the society. Females a eth group which are most affected by social violence and work load. In women group, they discuss over their common problems, bad habits of men which cause disturbances in the social environment, make rules and regulations to maintain security for women and various income generating activities for upliftment of women

c) Users group: User group are formed by the group of people consuming a particular type of commodity or service for the common welfare of all members in the group. There are various types of user group such as water user group, forest user group etc. the main purpose of this group is to bring the issue related to the misuse and for the improvements of quality of service. People create trust and collect fund which are utilized for the improvements of infrastructures and quality of service.

d) Commodity group: Commodity; means a particular type of product. Commodity group is applied in agricultural production sector where the people produce a specific commodity such as honey production group, fruit production group, vegetable production group, silkworm production group etc. these group are focused on particular commodity, seek for the

improvement and up-liftment of the group members. The problems related to the production can be easily addressed due to accumulation of farmers in a specified area.

e) Credit and Saving Group: This group is formed for credit flow among the group members. The main aim of this group is to create trust and collect fund. The collected fund is utilized to provide loan to the group members on a reasonable rate of interest for short period of time. After the payment of loan by a member, another member obtains the loan.

3. Importance of group:

- **Group helps to achieve common objective:** Groups are formed to achieve common objective and each individual in the group put his/her own expertise, knowledge for the attainment of group objective
- **Group helps us to work in team:** Team work leads to sharing of information, idea and experience helping each other according to the task assigned
- **Group makes leadership easier:** Each group has leader or manager which guide and explain the task to be performed by each member. Group problem and consequences to decide guideline to achieve group objective.
- It helps people to raise voice effectively to the concerned authority and people
- It helps to maintain social security, cooperative environment
- The decision made by group effort is beneficial to the society as a whole and lasts for a long duration

4. Group formation procedure: The steps involved in group formation are as follows:

- 1) Forming
- 2) Storming
- 3) Norming
- 4) Performing
- 5) Adjourning

1. Forming: People realize the importance or advantage of group formation. Peoples are motivated for group formation.

- Identification and election of chairperson secretary, treasures, working body (panel) for group is oriented.
- Roles and responsibility of the group leader are identified.
- All members are enthusiastic and energetic for group and work.

2. Storming: It is characterized by conflict among members of group. This stage arises for leadership, power and authority because some of members remain silent while other try to dominate by putting their argument to go to the next stage. Development of unfriendly environment and decrease in transparency.

3. Norming: It is characterized by good interpersonal relationship. Group members respect to other for the contribution of community building, maintenance and solving of group issue. When members know each other, and create environment of trust, they feel good to be part of group

4. Performing: In this stage, people work independently in sub group or as total unit. In this stage, group must be productive; member should be highly task oriented and helpful to each other. The overall goal is productivity through problem solving and working. Implementation of program planning and work evaluation and monitoring are carried out properly.

5. Adjourning: This is termination of the task and disengagement from the group relationship

6. Meaning Concept and Types of Co-operation.

Cooperation: The process by which individual or group combine their effort in more or less organized way for the attainment of common objective.

Types of cooperation: Cooperation can be divided into two categories which are

1. Direct cooperative: It includes those activities in which co-operating individuals do like things together, i.e. perform identical functions like moving a pile of stones or pushing a motor car out of the mud. Playing together, worshipping together etc. The essential character of this kind of co-operation is that people do in company the thing which they can also do separately.

2. Indirect Cooperation: It includes those activities in which people do different task towards a similar goal. Here, individuals work for a common goal but each has his own separate function. Eg: a carpenter, plumber, mason cooperate to build a house

Other categories:

3. Primary cooperative: Cooperative found in primary group such as family

4. Secondary cooperative: This type of cooperation exists between secondary groups such as government, industries, society etc.

5. Tertiary cooperation: This type of cooperation is found between various big groups to meet a particular situation such as Russia and America join together to fight against China

Role of Cooperation:

- 1) Provision of protection and food for the survival of people
- 2) Attainment of individual and collective goal
- 3) To live normal life and fulfillment of physical, mental even spiritual needs of individuals
- 4) For innovation of new work, development of science and technology
- 5) Situation of local to international level problems

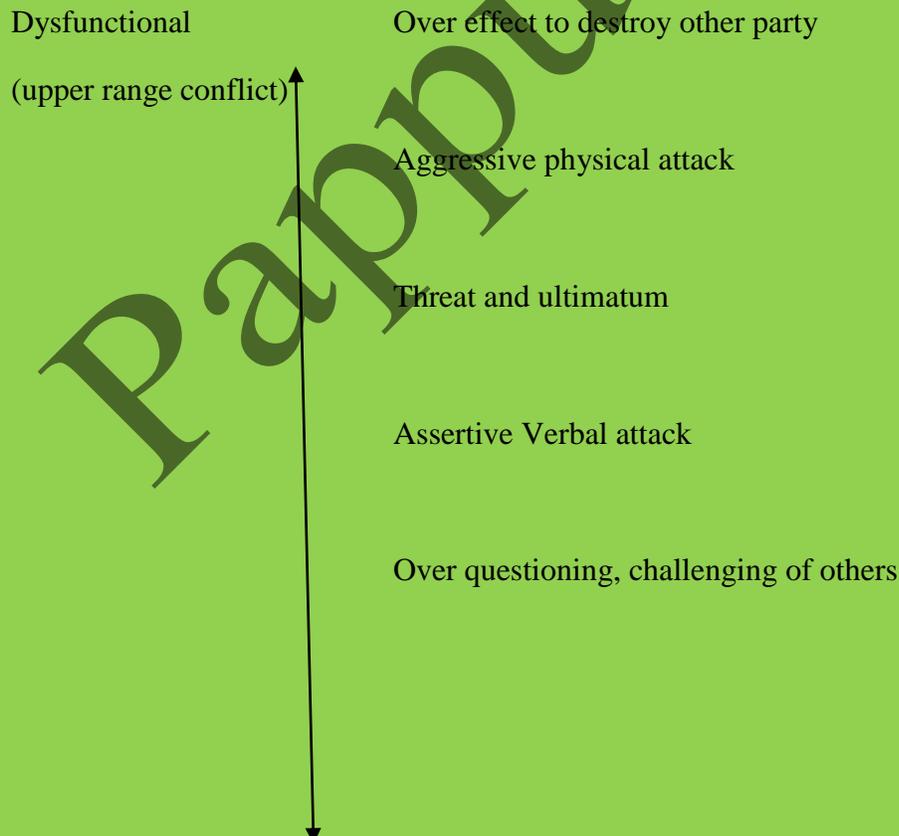
7. Meaning concept and definition of Conflict

7.1 Conflict means to oppose one's view or idea. It is a social process which involves relationship between two or more persons interacting each other in some definite manner

Transaction of conflict:

1. **Traditional view:** It is early approach which looks conflict as dysfunctional outcomes resulting from poor communication, lack of openness and trust, non-responsiveness to the need and aspiration. It thinks that all conflicts are negative, bad and harmful so must be avoided.
2. **Human relation view:** Conflicts are natural and inevitable outcome of any group
3. **Interactionist view:** Conflict is not only positive force in the group but it is also absolutely necessary for the group to perform effectively

Measurement of conflict:



Minor disagreement, misunderstanding Functional

(lower range conflict)

Fig: conflict intensity continuum

Situation for conflict: The situations for favorable for conflict are given as follows

- 1) **Competition for scarce resources:** Scarce resources are limited in amount which cannot be disturbed equally to all the people. The situations create conflict among the people to take the ownership of these scarce resources by themselves creating an environment for conflict.
- 2) **Drives for autonomy:** In a group, role differentiation of people is determined by personal character, nature of group task and the way of performing the task. Various levels of autonomy are provided to each people according to their capacity of qualification. This creates an environment of dissatisfaction among the group members for the desire of the power which ultimately results into conflict
- 3) **Difference in subunits interest:** Every member in the group doesn't have similar need and interest. During performing group work, due to various interest and priority, there comes situation of conflict.

Conflict Resolution Techniques/Management: There are various conflict resolution techniques which are given as:

1. Accommodating: The accommodating strategy essentially giving the opposing side what it wants. The use of accommodation often occurs when one of the parties wishes to keep the peace or perceives the issue as minor. Win Lose Situation

2. Avoiding: This situation occurs when the party wants to withdraw, ignore a conflict and avoid disagreement. Those who actively avoid conflict frequently have low interest or hold a position of low power.

3. Collaborating: Collaboration works by integrating ideas set out by multiple people. The object is to find a creative solution acceptable to everyone. It is win-win situation

4. Compromising: The compromising strategy typically calls for both sides of a conflict to give up elements of their position in order to establish an acceptable, if not agreeable, solution. It is lose-lose situation.

5. Competing: Competition operates as a zero-sum game, in which one side wins and other loses. Here, one party gets satisfaction after winning over the next by competition.

समूह के हो ?

दुई वा दुई भन्दा बढी व्यक्तिहरू मिलेर साझा उद्देश्य प्राप्तिको लागि एकबद्ध भएका मानिसहरूको ऐक्यबद्धतालाई समूह भनिन्छ ।

समूहको आकार: कृषक समूहमा यति नै सदस्य हुनुपर्छ भन्ने केही नियम छैन तर पनि २० देखि २५ जनाको समूह भएमा समूहको व्यवस्थापन, समायोजन सञ्चार तथा यसको गतिशीलताको दृष्टिकोणबाट उपयुक्त मानिन्छ । कुनै विशेष समूह बनाउँदा भने १० जनासम्मको समूह बनाउन सकिन्छ । जस्तै: बीज वृद्धि कृषक समूह, मौरीपालन कृषक समूह आदि । यस्तै कक्षा समूह छलफल गर्ने हो भने ६ देखि ८ जनासम्मको समूह उपयुक्त मानिन्छ।

सामान्यतया समूहभित्र निम्न तत्त्वहरूको संयोजन आवश्यकपर्दछ ।

- निश्चित उद्देश्य: समूह किन बनाइएको ?
- निश्चित सदस्यहरू कति सदस्यको समूह हो ?
- निश्चित पद्धति रहनुपर्ने: समूहको नियम, विनियम बनाई र यसको सञ्चालन कसरी गरिन्छ, भन्ने विषयमा उल्लेख गर्ने ।
- साझा प्रतिबद्धता रहनुपर्ने: स्वस्फूर्तता, आवश्यकता र चाहना छ, छैन ।

समूह सञ्चालन (Group Dynamic)

समूह सञ्चालन भन्नाले समूहको गतिशीलतालाई जनाउँछ । समूहले आफ्ना समस्याहरू पहिचान गरी प्राथमिकता तोक्दछ, नाति नियमहरू समूहले निर्णय गरेर लागू गर्दछ, आधुनिक क्रियाकलापहरू सुरु हुन्छन्, समूहको हितकोष जम्मा गर्ने, नियमित बैठक गर्ने, स्थानीय स्रोत र साधनको सदुपयोग गर्ने, आफ्ना सदस्यहरूलाई विभिन्न तरिकाबाट (तालिम, भ्रमण आदि) सशक्तीकरण गर्छन्, आफ्ना सदस्यहरूको क्रियाकलापहरूका बारेमा अनुगमन, सुपरीवेक्षण र मूल्याङ्कन गर्दछ भने उक्त समूह क्रियाशील गतिशील छ भन्ने बुझिन्छ । समूहलाई प्रभावकारी किसिमले अगाडि बढाउन प्रत्येक सदस्यको उत्तिकै दायित्व हुन्छ ।

समूहलाई प्रभावकारी ढंगले अगाडि बढाउनका लागि प्रतिपादित सिद्धान्तहरू निम्नानुसार छन :

१. राम्रो वातावरण (Atmospheric Situation/Condition) : प्रत्येक सदस्यहरूबीच समानताको अनुभूति तथा सदस्य र अध्यक्षको महत्त्व त्यत्तिकै हुन्छ भन्ने भावनामा समूह अगाडि बढाउनुपर्छ।

२. डर, त्रासबाट मुक्त (Treat Reduction) : प्रत्येक सदस्यबीच राम्रोसँग परिचय हुनुपर्छ । कसैले हेप्ने वा हेपिने नभइ समान, निडर र सौहार्द वातावरणमा अगाडि बढनुपर्छ ।

३. नेतृत्वमा फेरबदल र वितरण (Distributive Leadership)

- लक्ष्य निर्धारण गर्ने (Goal Formation)
- लचकदार (Flexibility)
- अभिनय जाँच्नु (Consensus)
- जागरण प्रक्रिया (Process Awareness)
- लगातार मूल्याङ्कन (Continual Evaluation)

समूह गठनको महत्त्व

- आत्मनिर्भर बन्न ।
- आफ्नो हकहितको लागि ।
- जनसहभागिताको लागि ।

- छरिएर रहेको विचार सङ्गठित गर्न ।
- बचत तथा हितकोष बढाउन ।
- कम लगानीमा प्रविधि विस्तार हुन्छ।
- सानातिना समस्याहरू समूहको सहयोगमा समाधान हुन्छन् ।
- उपलब्ध स्रोतसाधनको राम्रो सदुपयोग हुन्छ ।
- समूहका सदस्यहरूबीच सम्बन्ध राम्रो हुन्छ। एकैले गर्न नसकिने काम गर्न सकिन्छ।
- संस्थागत विकास हुन्छ । साथै, संस्थागतरूपमा कार्यक्रमहरू सञ्चालन हुन्छन ।

समूह विकासका चरणहरू Group formation procedure

कुनै पनि समूह विकासका चार चरण हुन्छन । प्रथम चरणमा कुनै उद्देश्यको लागि समूह गठन हुन्छ । गठनपछि काम गर्दै जाँदा समूहमा विभिन्न साह्यागाहा कुराहरू आउन थाल्दछन र कलह सिर्जना हुन्छ । यसरी दोस्रो चरणमा समूहभित्र मनमुटाव जस्ता कारणले आँधिबेरी आउन थाल्छ । समूहभित्र आएको आँधिबेरीका कारणलाई समूहका नेतृत्वकर्ताले विश्लेषण गरी तेस्रो चरणमा समूह समझदारीमा पुयाउन सकेमा समूहका सदस्यहरू चौथो चरणमा फर्कन्छन । यसरी समूह विकासको यो चक्र चलिरहन्छ । यही दोस्रो चरणमा समूहमा आएको आँधिबेरीलाई समझदारीमा ल्याउन सकेन भने समूह टुक्रिन्छ ।

१. पहिलो चरण Forming

- समूहबाट हुने फाइदाबारे जानकारी हुन्छ ।
- समूह गठन गर्न उत्सुक हुन्छन् ।
- पदाधिकारीको छनौट गरिन्छ ।
- सबैमा जोश जाँगर हुन्छ ।
- पदाधिकारीको काम कर्तव्यबारे जानकारी हुन्छ।

२. दोस्रो चरण विवाद र भै-भगडा Storming

- सोभालाई टाठाबाठाले उक्साउने ।
- उकुमुकुसको वातावरण ।
- पारदर्शिताको कमी

३. तेस्रो चरण । Norming

- स्रोत सङ्कलन ।
- समूह बैठक ।।
- विधान निर्माण उपसमिति गठन ।।
- कार्यक्रम कार्यान्वयन ।

४. चौथो चरण

- विधान निर्माण ।
- विवाद व्यवस्थापना
- पारदर्शिता र समझदारी कायमा ।

- योजना कार्यान्वयन।
- योजना मूल्याङ्कन, अनुगमन ।

समूहका किसिम

उत्पतिको हिसाबले

१. प्राकृतिक वा स्वस्फूर्त समूह : यस्ता समूहहरू कुनै बाह्य प्रभावबिना गाउँ समाजका व्यक्तिहरूबाट साझा समस्या आफै पहिचान गरी तिनको समाधान गर्नका लागि एउटै उद्देश्य लिई आफै सङ्गठित भएर बनेका हुन्छन् । जस्तै : परम्परादेखि चलिआएका गुठी, बाँध सञ्चालनका लागि बनेका समूहहरू ।

२. उत्प्रेरित समूह : विकासका विभिन्न कार्यक्रमहरूलाई लक्षित समुदायमा पुर्याउन सङ्गठित भएका वा गरिएका समूहहरू (जस्तै: तरकारी, मौरी, बजार विकास, बीउ विजन उत्पादन, दलहन बाली, कृषक रमहिला समूह आदि लाई उत्प्रेरित समूह भनिन्छ)।

संस्थाको हिसाबले

धार्मिक समूह

सामाजिक समूह

आर्थिक समूह

राजनीतिक समूह

पेशागतरूपमा

जल उपभोक्ता समूह

कृषक समूह

वन उपभोक्ता समूह

लिङ्गको आधारमा

पुरुष समूह

महिला समूह

मिश्रित समूह

अन्य

क) उपभोक्ता समूह : जल उपभोक्ता समूह, वन उपभोक्ता समूह आदि।

ख) उत्पादक समूह र खाद्यान्न बाली समूह, तरकारी उत्पादक समूह, आलु उत्पादक समूह, मौरी पालक कृषक समूह आदि।

द्वन्द्व के हो ?

Conflict is a moment of interaction of desires. द्वन्द्व सहयोगको विपरीत स्थिति हो । एक वा सो भन्दाबढी व्यक्ति वा समूहले अर्को व्यक्ति वा समूहको स्वार्थ, लक्ष्य वा उद्देश्य प्राप्त गर्न नदिनु वा आफ्नो स्वार्थ पूर्तिको लागि प्रयास गर्दा अर्कोलाई अवरोध गर्ने विषय नै द्वन्द्व हो

कारण

१.स्रोत र साधन: जग्गा, जमिन, पैसा, गरगहना आदी

२.सूचना आदान प्रदान: अपूर्ण र गलत सूचना, सूचनामा पहुँच, सूचनाको अपव्याख्या आदी

३.सम्बन्धका कारण विश्वास, समझदारी र समानतामा आँच पुगनु आदी

४.व्यक्तिगत आवश्यकता : व्यक्तिगत पहिचान, मान्यता, आदर सम्मान र सहभागीता

५.संरचना :शक्ति केन्द्रमा पहुँच, अधिकार र स्रोत साधनमा नियन्त्रण, सामाजिक मर्यादा, रीतिथिती, सिद्धान्त, धर्म, संस्कृती आदीका कारण ब्यक्तिको पहिचानमा चुनौती श्रृजना भई द्वन्द्व कायम हुनु आदी

विवाद व्यवस्थापनका तरिका

वार्तालाप सञ्चार: कहिलेकाँहि व्यक्तिले वा संस्थाले दिनपर्ने खबर या भन्नु पर्ने कुरा प्रष्टरूपमा व्यक्त नभएको हुनसक्छ र बझ्ने व्यक्ति वा संस्थाले सही अर्थमा नबुझेको हुन आउँछ । या त नियतवश नै अस्पष्ट बनाउन खोजिएको पनि हुन सक्छ । यसकारण सञ्चार प्रणालीलाई प्रष्ट बनाउन सकेमा यसबाट इनसक्ने कु परिणामबाट बच्न सकिन्छ ।

२.समायोजन : समायोजन पनि विवाद व्यवस्थापनको एक प्रक्रिया हो । आफ्नो धारणा अनुसार अगाडि बढ्ने निर्णय गर्नु नै समायोजन हो।

३.समीकरण : जब व्यक्ति विशेषको सम्पर्क प्रत्यक्ष हुन्छ, भाइचाराको रूपमा देखिन्छ तब तनाव स्वतः घट्छ र समीकरणको स्थिति आउँछ । यस प्रक्रियामा व्यक्तिका धारणा, भावना, सोचाइ सबै एकतामा मिल्न आउँछ। समीकरण एउटा ठीलो प्रक्रिया हो, त्यसकारण तुरुन्त परिणाम निस्कँदैन । समीकरणमा सर्वप्रथम अर्काको भाषा बुझ्न र संभन्नुपर्दछ। समूहभित्र एवं बाहिर पनि यसरी प्रत्यक्ष सम्पर्क राखी एक अर्काबीचको भावनामा परिवर्तन गरेर पनि) विवाद सुल्भन सक्छ ।

४.युक्तिसङ्गत तर्क :कुन अवस्थामा विवाद निस्किएको हो त्यो अवस्थालाई पुनः तर्कद्वारा परिभाषित गरी वै पाटीलाई विवाद नभएको आभास दिलाइन्छ।

५.प्रतिस्पर्धा : स्वस्थ एवं निर्धारित आधारमा आफ्नो प्रतिद्वन्द्वीलाई जितेर पुरस्कृत हुन खोज्नु प्रतिस्पर्धा हो । यसमा व्यक्तिवादिता रहदैन र लक्षमा ध्यान केन्द्रित हुन्छ। यदि व्यक्तिगत भाव बढ्यो र कठिन भयो भने प्रतिस्पर्धा विवादमा परिणत हुनजान्छ।

६.सम्झौता : दुवैपाटीले सम्झौता गरी मेलमिलापसहित काम गरेमा पनि विवाद सुल्भन सक्छ। दुवैपाटीलाई स्वीकार्य हुने गरी सम्झौता तयार गरी लागू गरिन्छ । यो अत्यन्त उपयोगी तरिका हो।

७. वास्ता नगरेर: विवाद उत्पन्न भई सकेपछि कुनै एक पाटीले वास्ता नगरेर वा दबाएर पनि विवादलाई कम गर्न सकिन्छ। समूहभित्र वा बाहिर दुवैतर्फ देखिएको विवादलाई वास्तै नगरेर पनि हटाउन सकिन्छ।

८. भागबण्डा गरेर : दुवै पाटीले केही पर्वाग्रह वा अडान नराखी एक अर्काबीच भाग लगाउने काम गर्न सकेमा पनि हार्ने र जित्ने भावना नरहने भई बराबरीको भावना हुन जान्छ र विवाद सुल्भन सक्छ।

९.बैठक गरेर : कुनै संस्थाभित्रको विवाद छ भने सबैलाई बैठकमा सम्मिलित गरी स्पष्टीकरण दिएमा विवाद कम हुनसक्छ । यो तरिका अत्यन्त साजला र प्रभावकारी भएकोले समूहहरूमा कार्यान्वयन गर्न सकिन्छ ।

१० भूमिका स्पष्ट पारेर : कहिलेकाँहि खास गरेर संस्थाहरूमा आफ्नो भूमिका प्रष्ट नहुँदा पनि विवाद जन्मन्छ । अतः यस किसिमको विवादहरू वा भ्रमहरू भूमिका स्पष्ट पारेपछि स्वतः हट्दछ।

११ सौदा वा सम्झौता : सौदा भनेको एक समझदारी हो जो दुवै समूहबीच सहमतिको आधारमा कायम गरिन्छ । खास गरी जब विवाद सजिलै समाधान हुँदैन तब, विवादयुक्त पाटीले सौदा गर्नुपर्ने हुन्छ । विवाद सुल्भान हार जीतको होइन जीत(जीतको अवस्था सिर्जना गर्नुपर्दछ ।

Unit 9

Rural Leadership Development

1.1 Meaning and concept:

Leader: Leader is who, in social situation, an elicit (stimulate) positive reaction from other members of the group. – BM Stogdill.

Leadership: leadership refers to that process where by an individual directs, guides, influences or controls the thought, feelings or behaviour of other human beings.

- Haiman

Leadership: Leadership is personal quality of an individual to direct activities to his or her followers towards the attainment of the goal.

The basic elements of leadership are given as follows

- **Leader:** The person who leads his/her follower and has interaction with them in regular interval
- **Follower:** It is a group of people who follow lead of their leader to attain the definite goal.
- **Situation:** It is a set of values and attitudes that has to be faced by individual or group to achieve the objective. It includes:
 - Interpersonal relationship with the group.
 - Characteristics of group as a unit.
 - Characteristics of culture within the group
 - Perceptual representation of these elements attitudes and values held by the member.
- **Task:** It is an activity which have to be performed

1.2 Importance of leadership in community development

A local leader is a person from a community selected to guide, teach and advice the local people. Local leaders are expected to perform following activities

- a. **Initiation function:** They have to initiate and promote action or activities necessary to meet the needs of the community
- b. **Dissemination function:** They help to multiply and expand extension effort or activities of extension worker to reach more people
- c. **Interest articulation function:** They help extension worker in clarifying the objective of work to create interest among the people

- d. **Linkage function:** Extension worker and various aspects of society are interlinked through the efforts of local leader
- e. **Overseer function:** They help in supervising the works and other activities. They also help to determine work procedure for efficient utilization of resources
- f. **Social mobilization function:** They help to maintain the unity of group and establish cooperative environment in the society

The role of local leader in extension program can be summarized as follows:

- a) Provide local students to the extension program
- b) Acts as an example for other people.
- c) Promote the spread of message of extension workers.
- d) Help extension worker in building and executing various extension program.
- e) Helps in generating feedback and follow up of extension program.
- f) Helps in establishing favorable climate for developmental activities
- g) Take an active part in organizing and functioning of rural institution.
- h) Increase in the ability of rural people to cope with new problems.

Types of leader

There are different types of leader generated according to the different situations.

1. **Traditional leader:** They are characterized by traditional value, belief, norms etc. They resist for new technology and don not believe in change.
2. **Autocratic leader:** These leaders hold maximum power over the group and they alone formulate policy of the group. They try to maintain social distance from their members. They exist where there exists dictatorship.
3. **Democratic leader:** These leaders prefer general welfare of the whole community. They delegate power to the followers and allow maximum participation of members for decision making, planning, policy making etc. they try to understand the position and feeling of the group members.
4. **Laissez faire leader:** They believe that if you have workers, the work is completed by them. There is freedom for individual in decision making. They have no confidence among themselves and don not take part in discussion and decision making.
5. **Beurocratic leader:** They are called as paid individual to operate the government. They are very methodological, practical, and punctual and disciplined in their particular job. They lack imitativeness and imagination

6. **Diplomatic leader:** They operate in general principles and rules of the government and agencies which they represent. They manipulate the situation according to their own interest and beliefs in double dealing. They exploit the situation through the use of the words.
7. **Situational leader:** They are born out of a conflicting situation. Under conflict situation, someone will emerge to solve the problems, conflicting situation and confusion in the group and become the leader
8. **Action leader:** They are intermediate between researcher and rural people. They bring problems from local people, convey to the researcher and bring back knowledge and suggestions based on local experience for the research work.
9. **Professional leader:** They have received specific and specialized training in the field in which he works. He works full time as an occupation and is paid for work.
10. **Lay leader:** They have not received any training, is not paid for work and generally works part time with local organization. They are also called volunteers or local leader.

Qualities of a good leader

The basic qualities of a good leader are as follows

- a. **Knowledge:** S/he should have good knowledge about the given situation
- b. **Tactfulness:** S/he should have skill and understanding to handle the people and situation without causing offence
- c. **Initiative:** S/he must be able to take right action at right time
- d. **Impartiality:** S/he must have no favorite and must not discriminate
- e. **Flexibility:** S/he must be subjected to change
- f. **Fearlessness:** S/he must have courage
- g. **Cheerfulness:** S/he must be happy and optimistic
- h. **Emotional stability:** S/he should not be easily influenced by others
- i. **Enthusiasm:** S/he must have spirits to do new things
- j. **Sincerity:** S/he must be true, pure and sincerity
- k. **Loyalty:** S/he must be devoted to the cause
- l. **Versatility:** S/he must be versatile person to don more than one thing quite well
- m. **Vision:** S/he must have good imagination

- n. **Ethics:** S/he must have moral standards

Methods of Discovering leader/ Selection and development of local leader.

There are different methods of discovering leaders which are as follows

1. **Questionnaire method:** In this method, members of community, group or organization are asked to name three persons belonging to the same group in order of their preference as their leader. The person obtaining maximum choice is accepted as leader
2. **Election method:** The local people select their leader among many candidates for leader by election method to elect the right person on the basis of his qualities and the functions he has to do.
3. **Discussion method:** In this method, the extension worker identifies a leader by putting some people or group discussion of any topic. Person with sound knowledge and ability can be recognized easily and selected as leader.
4. **Workshop:** The large group is broken into smaller sub-group. A leader is required in each sub group. After observing the performance of each leader, extension worker selects leader of the whole group.
5. **Seniority and past experience:** The idea behind this method is that the oldest person in the group is likely to have more knowledge and experience so selected as leader
6. **Self-rating technique:** In this method, each person is asked to evaluate his/her own ability to act as leader. The success of this method depends on frankness and boldness of the people to express his/her feeling accurately.
7. **Performance test:** 7-8 persons are assigned a common task, the person who perform the task best and who can win confidence of other in the group is selected as leader.
8. **The group observer:** In this method the extension worker discover leader by secretly observing the group or community in action.

The End
