



# LEADERSHIP AND TEAM EFFECTIVENESS

**Prof. Santosh Rangnekar**  
Management  
IIT Roorkee



<u>S.NO</u>	<u>TOPICS</u>	<u>PAGE.NO</u>
<u>Week 1</u>		
1	Lecture 01: Introduction to Leadership & Team Management	4
2	Lecture 02: Leadership Myths & Facts-I	34
3	Lecture 03: Leadership Myths & Facts-II	44
4	Lecture 04: Interactional Framework for Analyzing Leadership	62
5	Lecture 05: Leadership Development: The First 90 Days as a Leader	86
<u>Week 2</u>		
6	Lecture 06: Leader Development: The Action-Observation-Reflection Model	110
7	Lecture 07: Leaderâ€“Member Exchange (LMX) Theory	133
8	Lecture 08: Normative Decision Model	159
9	Lecture 09: Situational Leadership Model	183
10	Lecture 10: Contingency Model and Path-Goal Theory	204
<u>Week 3</u>		
11	Lecture 11: Charismatic and Transformational Leadership	228
12	Lecture 12: Leadership for Tomorrow	252
13	Lecture 13: Leadership Attributes	275
14	Lecture 14: Personality Traits and Leadership	303
15	Lecture 15: Personality Types and Leadership	330
<u>Week 4</u>		
16	Lecture 16: Intelligence and Leadership	354
17	Lecture 17: Emotional Intelligence and Leadership	379
18	Lecture 18: Power and Leadership	403
19	Lecture 19: The Art of Influence in Leadership	426
20	Lecture 20: Leadership and â€œDoing the Right Thingsâ€	451
<u>Week 5</u>		

21	Lecture 21: Character Based Approach to Leadership	473
22	Lecture 22 : Role of Ethics and Values in Organisational Leadership	499
23	Lecture 23: Leadership Behaviour	524
24	Lecture 24: Leadership Pipeline	549
	Lecture 25: Assessing Leadership Behaviors: Multi-rater feedback instruments	
25		575

#### Week 6

26	Lecture 26: The Dark Side of Leadership- Destructive Leadership	600
27	Lecture 27: Managerial Incompetence and Derailment	624
28	Lecture 28: Negotiation and Leadership	648
29	Lecture 29: Leadership in Crisis Situation	673
30	Lecture 30: The Situation and The Environment	698

#### Week 7

31	Lecture 31: Culture and Leadership	722
32	Lecture 32: Global Leadership	748
33	Lecture 33: Motivation and Leadership	775
34	Lecture 34: Introduction to Groups and Teams	797
35	Lecture 35: Characteristics of Leader, Follower and Situation	820

#### Week 8

36	Lecture 36: Group Dynamics	843
37	Lecture 37: Team Formation	866
38	Lecture 38: Delegation and Empowerment	886
39	Lecture 39: Leading Teams: Enhancing Teamwork within a Group	908
40	Lecture 40: The Leaderâ€™s Role in Team-Based Organizations	932

#### Week 9

41	Lecture 41: Leader Actions That Foster Team Effectiveness	956
42	Lecture 42: Offsite Training and Team Development	981
43	Lecture 43: Understanding Team Processes and Team Coaching	1006
44	Lecture 44: Team Decision Making and Conflict Management	1036

45	Lecture 45: Virtual teams	1064
	<u><b>Week 10</b></u>	
46	Lecture 46: Managing Multicultural Teams	1089
47	Lecture 47: Building Great Teams	1115
48	Lecture 48: Experiential Learning	1138
49	Lecture 49: Action Learning	1162
50	Lecture 50: Development Planning: GAPS Analysis	1189
	<u><b>Week 11</b></u>	
51	Lecture 51: Coaching and Mentoring	1214
52	Lecture 52: Women in Leadership Roles	1239
53	Lecture 53: Building Effective Relationship with Subordinates and Peers	1266
54	Lecture 54: Fostering Followers Satisfaction	1288
55	Lecture 55: The Art of Communication	1313
	<u><b>Week 12</b></u>	
56	Lecture 56: Setting Goals and Providing Constructive Feedback	1335
57	Lecture 57: Enhancing Creativity Problem Solving Skills	1361
58	Lecture 58: Building High-Performance Teams: The Rocket Model	1382
59	Lecture 59: Building Credibility and Trust	1406
60	Lecture 60: Skills for Developing Others	1431

**Leadership and Team Effectiveness**  
**Prof. Santosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology - Roorkee**

**Lecture - 01**  
**Introduction to Leadership and Team Management**

Hi everyone, this is our lecture one first session, and you will find it very interesting to get the introduction about this particular subject about leadership and team management. Now, whenever we are talking about the functions of a manager, it is becoming the planning, organizing, leading and controlling, and leadership is becoming a part of the rest of the functions as a backbone. Why? Because, unless and until you cannot become a leader, you cannot get the work done from the others.

Therefore, in this particular session, we will talk about what we understand by the leadership, who is the leader? What type of leadership can a person do or perform? And then, in that case, whenever we are talking about that, a leader has to perform as a leader. Now, I would like to make a difference between the manager and a leader; who is a manager? I mentioned planning, organizing, leading and controlling and who is a leader performing the job of a leadership activity.

So, how it is different? It is different in a sense. It is just one function of a manager, that is why all managers are leaders, but all leaders are not managers and precisely what is the leadership that we will also discuss in detail. It is always a question: whether leadership is a science or art.

**(Refer Slide Time: 02:01)**

## Contents

1. Introduction
2. What is Leadership?
3. Leadership – Science or Art?
4. Leadership – Rational or Emotional?
5. Team Management
6. Type of Teams
7. Case Study
8. Research Paper
9. Book Recommendation



Image Source: <http://www.voltagevista.com/leadership/know-sure-teams-5-things-teams-leaders-need/>

This particular session will discuss whether it is based on logic and rationality or an articulation. Articulation to do a particular job and therefore, if we are going for that particular articulation of the job, then definitely we are performing both the job of a rational scientist, logical evidence-based and the art of making the different solutions, creation of solutions, their creativity. Moreover, in this case, whenever we talk about leadership, we will also talk about whether it is irrational or emotional.

Because you see the creativity, the colours, the paintings and that it is all is the part of the emotion, expression of emotions. So, whenever you are sad, you are going for the black colour, you are not going for the very vibrant colours, you are not going to be the creating and happiness surrounding you, and you are painting there, which will be expressed as a sadness. However, when you are happy, your colours will reflect that yes, whatever the culture now, what a leader does in an organization, leader paints a culture in the organization.

He is a painter, and this particular painting is very colourful based on creating the organization's particular culture. So therefore, we will also understand that when you become emotional, how is your leadership style. That is the second part of this particular discussion and this course itself, so we talk about leadership and team effectiveness. So, we are focusing on both. So, here I will also talk about the introduction of team management and the difference between the group and team.

Many people understand that once you create a group, for example, in any organization you have one department and in the department, ten persons are working ten employees are working now, these ten employees are working as a group, or they are working as a team. How will you differentiate? How do you know that in this organization, in this particular culture, whether we have synergy or cohesion, whenever we talk about synergy or cohesion.

It means that you have converted the group into a team, and that is how to do that? Moreover, how to manage a team in this team management and how many types of teams are there. However, in this particular subject, you will find that we are not only talking that theoretical-we also have the case studies, we have the research papers also, but we also have the book recommendations for you, and therefore; as a result, you will find that for the different colours you will have the different activities.

Furthermore, this way, we will have the sessions. The first and foremost is to become a leader; how to become a leader? When you become the leader, you make other people grow. So, employees development in the organization is the responsibility of a leader. He is a facilitator; he is an actor creating the coordination; who is the actor? Who is showing the vision to the people? He is the person who is creating and helping the careers of others.

However, before reaching that particular position of leader, what is essential is that you view yourself become the leader. So therefore, when you talk about yourself becoming a leader, it is the first part which is compulsory, because unless and until you do not become the leader, how will you make the other says the leader. If you have that power, that positioning that influences power, it is not the position power, for example, manager. So, a manager also has the power, but what power is having? He is in positional power.

Nevertheless, whether he is effective or not, managerial effectiveness and then he is effective if he has the effective leadership style and how to be an effective leader that we will see. So, according to Jack Welch, before you are a leader, success is all about growing yourself. So, dear friends, when you decide to execute the leadership, you have to occupy the position of a leader,

and why you want to occupy the position of a leader, it is not just because of the money or the glamour but rather than it is to help others grow.

You see, the leader takes the initiative, a leader makes the person move, leaders make the person grow and therefore, in that case, this positioning the activities which are becoming very important.

**(Refer Slide Time: 07:17)**

“Before you are a leader, success is all about growing yourself.  
When you become a leader, success is all about growing  
others.”

– Jack Welch

“The greatest leader is not necessarily the one who does the  
greatest things. He is the one that gets the people to do the  
greatest things.”

– Ronald Reagan

Furthermore, according to Jack Welch, you first develop yourself as a leader and then develop to others. The most outstanding leader is not necessarily the one who does the most extraordinary things. So, I will use the example of Chanakya and Chandragupta. So, it is not Chanakya who was the leader in the war rather than he makes Chandragupta a leader. So, the most significant thing that is the winners are made by the teachers.

Moreover, the winners are doing the most remarkable things; a teacher guides them. Teacher ship is also a role of leadership role is there, I hope you will agree it is in the classroom, he is the leader and therefore, not necessarily that whatever I am discussing with you that is where I have also done in the industry. However, I have ten years of industry experience. So, I had been the leader in the industries but not necessarily all teachers who do not have the industry experience by chance.

So, therefore, in that case, they know that is how to run the industry. So, therefore, in that case, the most extraordinary things, whatever has been done, so that whether it is player also in the ground and the coach, so, a coach may not be having those records, which the player is having? So, therefore, the most remarkable things are not necessarily done by the teacher, coach, facilitator, or leader. The teacher, the coach, the facilitator all are the roles of a leader; they are leaders in their fields.

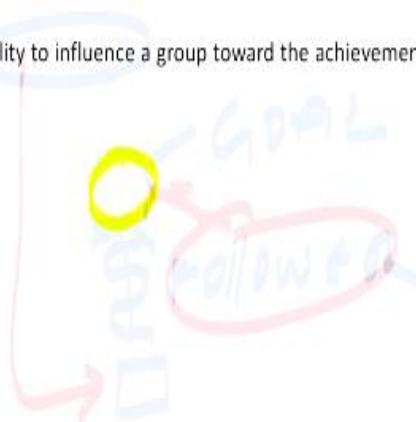
So therefore, it is the person who is becoming the leader in the industry, playing on the ground, swimming in the swimming pool and not of the coach or teacher there. So therefore, he is the one that gets the people to do the greatest things. So, many times people have to understand that there are four parameters, knowledge, attitude, skills and habits. So, Coach has the knowledge coach has that particular attitude. However, he is a student who may have more skilful power.

Because he has exercised and, therefore, in the very simple example, the champions in the Olympics, when we talk about the champions in the Olympics, then those champions coaches are not the champions, but they did participate that player is the champion. So, it gets the people to do the essential thing, that gold medal. So, that is a direction, dear friends, so, according to Ronald Reagan, it is a direction that is becoming very important for a leader, and that is why it is called the leadership is there. So, how do we define leadership?

**(Refer Slide Time: 10:40)**

## Introduction

- Leadership as the ability to influence a group toward the achievement of a vision or set of goals.



So, leadership is the ability of a person to influence a group towards the achievement of a reason or set of goals. I always say there are several theories; in those theories, you will find that is whenever we are talking about, and this is the goal is there, and about this goal, you will find that is the here that is the direction is there. This is the direction, this is the goal, and whenever we are talking about achieving this particular goal in this particular direction, it becomes essential, where is the leader. So, the leader is standing here.

Moreover, who is reaching there, going by this zigzag path, and the follower and the goal? Now, these ability to influence, this ability to influence is by this particular leader. If a leader has that particular ability to influence, his follower can achieve the goal. So, this is the path. Now, why I am at this zigzag? The zigzag path shows that there are many challenges to achieving this goal, dear friends, that is why everybody does not become the leader; everybody does not achieve the goal.

A coach has a number of the players, a teacher might have the number of students in the class, but who is the CEO of the class, who can walk down on this zigzag path and then he reaches there. So, dear friends, it becomes very, very important, that is whether you can make this particular goal or not, it depends on the leader who is making the influence, but as you see in who walks on the path, the person who is going to achieve that particular goal that is that follower.

So, when that leader can, what I will say extractable to extract the follower's potential, then, in that case, he will be a competent person to become a leader. If the person cannot achieve a person means the follower cannot achieve his goal, leadership fails. It is not successful; rather than becoming the failure is there. An essential term, the act is an intact interpersonal relationship between leader and follower that commitment that loyalty and trust are becoming very important.

So, on one side, the leader is to be competent enough; another side, the leader, should have a perfect relationship with the followers. So, if a person attempts to influence the behaviour of others, therefore, what happens there is that particular follower, that follower will be able to do

the things or activities as per the requirement of the leader. So, a very simple example I would like to give is reaching the ground at 5 a.m. it is raining, or the follower is reaching there 5 o'clock, or it is heavy raining so he cannot reach.

So, you might have different opinions on how one can reach there, how one will be able to do that activity there is no point by reaching there and doing the activities and all. Now you tell me that the rains sometimes stop and your exercise time was 5 to 6 in the morning. Furthermore, at 5 o'clock heavy showers of rain, 5.20 it stops so, you are having the 40 minutes for you to do the exercise, but are you doing those 40 minutes exercise but if you are not reaching the 5 o'clock because it was heavy raining.

Then definitely the follow what I want to say is that is the commitment, loyalty, time management, these are not only simple words these are the directions given by the leader always. Weather, now another example I would like to give you the parents, parents also leader, Father, a father is the leader of the family. Mother is the homemaker, and therefore, in that case, you find who makes the home that particular department and section of the running the home is the mother's leadership.

So, therefore, in that case, whether their competency is the mother or the father as a leader in their areas concerning areas, that becomes very important, and when they are committed, they are loyal for attaining the predetermined objective. There may be different opinions thoughts in the processes; we will also see the different leadership styles. So therefore, some parents are very autocratic while some parents are very lenient, some parents are rational and but which one we will be working which standard be working that answer you will get in my further sessions. So, here it is.

**(Refer Slide Time: 16:37)**

## Introduction

- Leadership as the ability to influence a group toward the achievement of a vision or set of goals.
- Leadership is a process of interpersonal relationships through which a person attempt to influence the behaviour of others for attaining the predetermined objective.
- Organizations need strong leadership and strong management for optimal effectiveness.
- Leaders are needed to challenge the status quo, create visions of the future and inspire organizational members to want to achieve the visions.



Organizations need strong leadership and strong management for optimal effectiveness. Now, you see, the goal is to be achieved. It is a man, machine, material, money, matter, minutes; all six aims are invested dear friends to achieve that particular goal. So, in the family also, it is the human resources men hours by parents that are there it is a technology provided to you machinery is there, there is a money investment of money is there. So, money is there.

There is a time spent; there is the minutes are there, there is a process of the routine that is a method is there, then there are the resources for a student maybe it is yours the study material, and that is becoming your material. So, man, machine, material, money, method and minutes all these aims are provided. So, therefore, it is pretty strong leadership and strong management because anything any resource, if it is not utilized in an optimized way, there will be no optimal effectiveness.

If you want to make the optimal effectiveness, you are supposed to get the optimal utilization, and there is management as a leader is an excellent manager. Leaders are needed to challenge the status quo. So, what is the leader? A leader who has the vision and what is the vision? Whatever the present is there, there is something change, and therefore, the leader brings a change. So, there is another role of a leader that is a change agent and, therefore, the change agent role; he has to challenge the status quo.

This simple example, I would like to give you the State Bank of India, and in the State Bank of India, Mr Bhatt was the chairman of the SBI that time he has made the high tech-savvy the State Bank of India that case study of this, he had challenged the status quo, and he has made that organization that is a State Bank of India, so, tech-savvy and he has changed the status of the SBI. So, did he see it as effective leadership? So, for effective leadership, there is needed to challenge the status quo and create future visions.

Furthermore, all of us know now that is how the SBI is successfully leading and that is a vision of the future is there, but it is not forcefully because change is never to be pushed changes has to be pulled and therefore, in that case, you will find that is an inspiring organizational member style of leadership is there. So, if you want to achieve the visions, it is a collective effort; it is a directional effort where all are going towards that particular goal voluntarily. It is the inspiring organizational members.

So, therefore voluntarily, they are joining your vision. So, suppose you decide to make any change in your organization to make it more tech-savvy, then your leadership style should be highly inspiring to achieve the goal. So, that is about the leaders. Now, we will talk about leadership and, therefore, in that case, the different authors who have defined leadership differently are there.

**(Refer Slide Time: 20:20)**

## What is Leadership?

Researchers have defined leadership in many ways:

- The process by which an agent induces a subordinate to behave in a desired manner.
- The process of influencing an organized group toward accomplishing its goals
- Actions that focus resources to create desirable opportunities.
- Creating conditions for a team to be effective.
- The ability to get results and the ability to build teams; these represent the what and the how of leadership.



Image Source: <https://www.td.org/insights/the-5-types-of-leaders>

So, the process by which an agent induces a subordinate to behave in a desired manner. So therefore, in that case, it is the direction for which there is an induce way is there the process of influencing an organized group towards the accomplishment of its goals are there. So, therefore, in that case, the achievement of its goal that will be the process of influencing the organization is there, which already I have talked about earlier.

Now, a widespread practice which you should understand and according to me, you should try to practice as much maximum as much as possible, and that is about the creation. Creating the conditions for a team to be effective and for their purpose, it is the, you help to create the resources. So, what does a leader do? A leader motivates the employee, yes, you perform, but then they say, sir, to perform these required resources and create the desire of opportunities; what do you do?

You can make these particular opportunities to be performed resources or managed. When you are managing those resources, you will be able to create and achieve the opportunities. Dear friends, many people do not become leaders because they say we do not have money, we do not have the workforce, we do not have time minutes, we do not know how to do that.

So, all these resources, let six aims that have to be managed, managed by the leader for its employees and those who can manage their true sense leaders, but some have a position of, but the leaders know, they will not be able to manage those resources. So, to manage those resources, it becomes essential that a leader be competent enough and how he does he creates the conditions to work together. Now, what is a team? A team is a synergy; synergy means to become the working together.

Furthermore, therefore, when all are working, the whole conspires about your success. Furthermore, that is because you are working in a team. The ability to get results and build teams by the leader represents what and how the leadership is there. So therefore, one should be competent enough to get the results and have enough ability to build the teams and now work together. Now, it is not that easy, dear friend; it is challenging, it is challenging to create the teams.

**(Refer Slide Time: 23:23)**

### Definitions of Leadership

Author Name	Definition
Prentice, W.C.H(HBR) (1960)	"Leadership is the accomplishment of a goal through the direction of human assistants. A leader is one who successfully marshals his human collaborators to achieve particular ends."
Northouse (2004)	"Leadership is a process whereby an individual influences a group of individuals to achieve a common goal."
Jacobs & Jaques (1990)	"Leadership is a process of giving purpose (meaningful direction) to collective effort and causing willing effort to be expended to achieve purpose."



6

According to Prentice, leadership is accomplishing the goal through the direction of human assistance. A leader successfully marshals his human collaborators to achieve particular ends. According to Northouse, which I have discussed earlier, the words are different but the same message. Leadership is a process where an individual influences a group of individuals to achieve a common goal. Furthermore, now it is in the true sense; it is a process.

Whenever I use the word processor or the author uses the word process, what does it mean? It is not a single activity; it is a series of activities. So, therefore, he will not be successful overnight; it will not be like this is today, you decide to be the leader in tomorrow, you are a leader. No, you have to follow a process. Process means a series of activities. Moreover, Jacob and Jaques say giving the purpose meaningful direction to collective efforts and causing willing effort to be expanded to achieve the purpose is there.

So, when you can achieve the purpose, you are becoming successful. Joanne gives another definition.

**(Refer Slide Time: 24:38)**

## Definitions of Leadership (Cont.)

Author Name	Definition
Joanne Ciulla (1998)	"Leadership is not a person or a position. It is a complex moral relationship between people, based on trust, obligation, commitment, emotion, and a shared vision of the good."
Cohen, W.A.(1990)	"Leadership is the art of influencing others to their maximum performance to accomplish any task, objective or project."
Donelly, J.H. & Ivancevich, J. M. & Gibson, J.L. (1985)	"Leadership is an attempt at influencing the activities of followers through the communication process and toward the attainment of some goal or goals."



Leadership is not a person or a position; it is a complex moral relationship. Based on the trust, these are the dimensions; these are the different dimensions of the leadership. The one is trust, obligation, commitment, emotion, and shared vision of the good is there. So, their shared vision of a good. So, therefore that why all of us working all under working for the self, they are working for the good of the other people. It is the art of influencing others to their maximum performance.

This is also an excellent definition, dear friends, where we make particular efforts to get the employees' potential. No, you see, many people are like the horse; what is the horse's strength? The horse's strength is power, so they are very powerful, but they do not have direction. Furthermore, the leader gives direction, and when that horsepower is used in the right direction, you automatically get the results.

However, providing direction is the job of a leader, and when a leader does it successfully, the objectives or goals are achieved. So, leadership is an attempt to influence followers' activities through the communication process and towards the attainment of some goals and therefore, in that case, it is these definitions, these definitions give us a different direction. In the first case, it is becoming trust; trust is a dimension.

Now, you can also do the research, suppose, you have to identify the leader that personality who trust, he can become the leader, a person who always has the doubts about his team members or working with the people, whether they have done or they have not done, whether they come on time or they do not come on time. So, not an effective leader because when there is no trust, what can be the outcome there and if somebody does not trust you, what will you do you will not follow that particular person, no this person does not trust me, how I can follow him.

So, this dimension of trust employs commitment, emotional intelligence, and achievement of goals. Then in the second definition, we talk about the art of influence or the communication process. So, these are all are the dimensions. So, why do we refer to the different definitions? You may ask sir to give as one definition. So, one definition will not be enough, dear friends; why it is not enough? Because every definition has a particular research base, they talk about the different dimensions in that research base.

When they talk about the different dimensions, it becomes essential that we know maximum dimensions as much as possible to be an effective leader because leadership is affected by the different dimensions. So, do we know all dimensions? No, we cannot know each of the dimensions because there are hundreds of dimensions in leadership. However, at least we can get the maximum information about different dimensions.

Furthermore, we can get the prominent dimensions that are the prominent dimensions in leadership now, whether leadership is both a science and an art.

**(Refer Slide Time: 28:24)**

## Leadership Is Both a Science and an Art

- Saying leadership is both a science and an art emphasizes the subject of leadership as a field of scholarly inquiry, as well as certain aspects of the practice of leadership.



So, saying leadership is both a science and art emphasize the subject of leadership like in the word sense, it is an art inspiring a person from whom you want the managerial effectiveness, or you can say employer effectiveness, or he has to give you his best. So, you have to influence that particular person. To influence that particular person is the art; you cannot motivate or inspire everybody by the money you will say (FL).

No, many people will not get motivated or influenced by your money; they say, okay, you keep your money with you, it is not the money for the important, it is job satisfaction, it is becoming important is there. Furthermore, in that case, it is a motivation to know the motivation and then give the motivation provide the motivation is he is art, art by the leader, and those are leaders who fully motivate the employees then that culture is there.

It is a vibrant culture, energetic culture and therefore, in that case, you will find that everybody is motivated everybody means I know that is everybody cannot be there. I want to say that 80% are motivated in any organization if 80% do their jobs voluntarily. So, then they become an excellent organization—a great place to work. Moreover, motivation is there, but it is every day doing the routine job? No, it is a vision, a vision for tomorrow.

So, when we talk about vision 2000, that is over 2010, that is over 2020, that is over. So, now 2030. Dr Kalam has created the vision 2050. So, therefore, in that case, it is the ability of the

individual can help the knowledge, information, attitudes, skills about the creation of vision, and accordingly, the periodical vision will be there. Now, it is science also. So, whenever we are talking about science. So, we are going by the equations like, for example, here we are talking about  $Y = a + bx$ ,  $A = L + OE$  organization effectiveness.

Now, whenever we talk about the  $r_s = r_f + r_m - r_{into}$ . Now, what is that? That is the equation that talks about different dimensions of leadership, and whenever we have the different dimensions of leadership, we find that these dimensions are reflected in the overall creation of the leadership. So, X equation is there, Y equation is there, and then your output depends on the X and Y and how you can perform?

So, the managers may be influential leaders without even taking a course or training programme in leadership. So, many traditional level leaders like when you talk about Dhirubhai Ambani. So, they have not taken a course on a training programme, and the leadership is there.

**(Refer Slide Time: 31:47)**

### Leadership Is Both a Science and an Art (Continued)

- Some managers may be effective leaders without ever having taken a course or training program in leadership, and some scholars in the field of leadership may be relatively poor leaders themselves.
- Even so, because skills in analyzing and responding to situations vary greatly across leaders, leadership will always remain partly an art as well as a science.

So, some scholars in the field of leadership may be relatively poor leaders themselves, and therefore, even some power scholars who have studied this leadership will not be able to be influential leaders. So, why because of the skills in analyzing and responding. So, when a teacher addresses the 90 students, 100 students and then the CEO becomes the 1 or 2 and therefore, in

that case, it is becoming that knowledge and that knowledge is based on information, information is based on data and that knowledge you convert into wisdom.

So, it is a pyramid, data into information, information into knowledge, knowledge into wisdom and wisdom into truth. Truth means practising. So, therefore, in that case, here it is the skill of analyzing, whatever data you give only the person who knows the analysis of the data, he will be analyzing the data, and then he will be able to respond to the situations. So therefore, in that case, it must be the art.

That is how a person can convert the data into information, information into knowledge, knowledge into wisdom and wisdom into truth. So, leadership always remain partly an art as well as a science. So, it is a combination of both partly it is a science, partly it is art is there. Emotional leadership is also both the rational and emotional sets of human experiences. Furthermore, therefore, in that case, it is becoming essential that you are logical, rational means science, emotional means art, and I have mentioned earlier.

**(Refer Slide Time: 33:34)**

### **Leadership Is Both Rational and Emotional**

- Leadership involves both the rational and emotional sides of human experience.
- Leadership includes actions and influences based on reason and logic as well as those based on inspiration and passion.
- People are both rational and emotional, so leaders can use rational techniques and emotional appeals to influence followers, but they must also weigh the rational and emotional consequences of their actions.
- One example of this is the civil rights movement of the 1960s, which was based on emotions as well as on principles. Dr. Martin Luther King Jr. inspired many people to action; he touched people's hearts as well as their heads.



So, therefore, it includes based on their reason and logic and those based on inspiration and passion. Not to whom you can become the leader who wants to be the leader. So, you can inspire somebody, but once you have that passion for doing right from the follower to the leader, unless

and until a leader is not having that passion for being a leader, no effective leadership is there. Moreover, if the follower does not have that passion for learning, he cannot become a leader.

So therefore, both are required inspiration and passion is required; people are both rational emotional so that readers can use rational techniques and emotional appeals. So, what you learn from this input is usually the master. Master of the rational techniques based on the signs know something should be a scientific, logical report based and inspiring personality emotional appeal to the influence the followers, but they also must wary the rational and emotional consequences of their actions.

So, it is not like that you have met somebody emotional by giving the evidence and when the person becomes emotional and inspiring, and he does the negative act no, no, that negative action is not acceptable, what is to be converted a positive cause of good that is required is there. So, the author gives 1 example of the civil rights movements of the 1960s, which was based on emotions and principles. Dr Martin Luther King Junior inspired many people to action. He touched the people's hearts and their heads; therefore, that is becoming the leadership is there.

**(Refer Slide Time: 35:30)**

### Leadership and Management

- The word **Management** suggests words like efficiency, planning, paperwork, procedures, regulations, control, and consistency.
- **Leadership** is often more associated with words like risk taking, dynamic, creativity, change, and vision.
- Some say leadership is fundamentally a value-choosing, and thus a value-laden, activity, whereas management is not. Leaders are thought to do the right things, whereas managers are thought to do things right



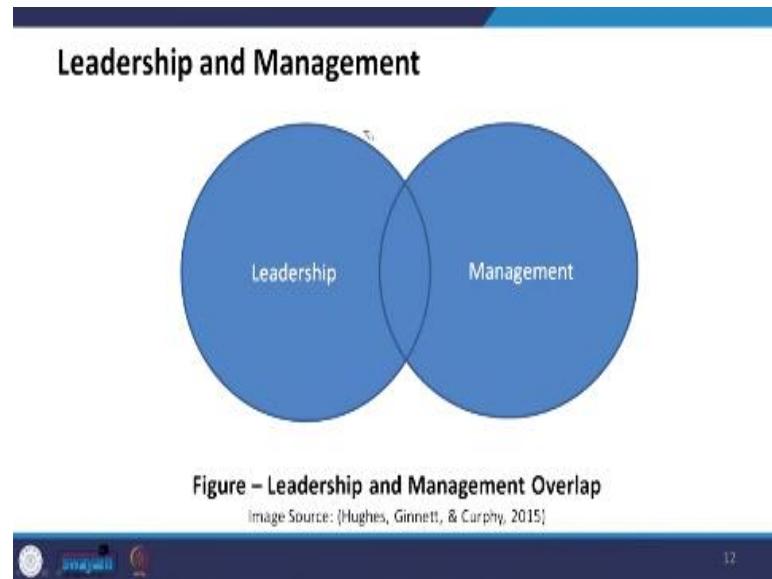
The word management suggests words like efficiency, planning, paperwork, procedures, regulations, controls, and consistency is there and therefore, in that case, in the management, you will find these words are included. When we talk about leadership, it is more associated with

checking, dynamic, creative, change, and vision. So, when you compare the personality of a manager and a leader.

So, that manager is a good planner, paperwork, procedure, he can regulate the roles, controls the roles, and there is a consistency in the behaviour, but in the leadership, it is dynamic, it is not the consistency, it is a dynamic there vibrant and therefore keep on changing, how what changing? Doing the new things. So, he changes different goals and goes to the next level of the goals with the help of the vision and with the help of creativity.

Some authors say leadership is fundamentally a value choosing and this value-laden, activity whereas the management is not. Leaders are thought to do the right things; managers are thought to do the things right. So therefore, in that case, the creation of a goal is becoming very, very important.

**(Refer Slide Time: 37:00)**



As I mentioned, whenever we talk about leadership and management, it is always overlap.

**(Refer Slide Time: 37:07)**

## Difference between Manager and Leader

Manager	Leader
Administer	Innovate
Maintain	Develop
Control	Inspire
Short-term view	Long-term view
How and When	What and Why
Imitate	Originate
Accept the status quo	Challenge it

Image Source: {Hughes, Ginnett, & Curphy, 2015}

Now, I would like to give certain examples, like in the manager is administer, the administration is very, very important, he is in the maintenance, maintenance that is whatever the policy, procedures, rules, regulations of the organizations are there, he is maintaining those rules and regulations. He controls those who cannot maintain that particular discipline; then he takes the actions against them, then the manager has the short term view because he is concerned with whatever has been told in the rules to be followed.

There is a short term view of how and when he is highly concerned, how this goal is to be achieved and when it is to be achieved. Then he has to imitate whatever the best practices are there; he repeats those practices. Accept the status quo that is whatever is going on, what can lead us, what can you do so, therefore, he will have that continuity. While the leader is innovative, innovation is here; he develops and develops the new procedures, practices, people, and technology. So, that is, the development is there; he inspires others.

He has the vision; a vision means a long term view; he creates a vision and asks the people he inspires them to achieve their particular vision or goal. He is highly concerned with what is required and why it is required. Furthermore, he originates he does not copy rather than, he originates himself, but he with his creativity and challenge it that whatever the status quo is there, he will change it that is a what is essential is required. Now, here, we will also talk about a team whenever we are talking about leadership.

Then leadership with the followers and followers has several people who have the synergy and work together.

**(Refer Slide Time: 39:13)**

### Team

- A group whose individual efforts result in performance that is greater than the sum of the individual inputs.
- It generates positive synergy through coordinated effort.



Image Source: [https://www.mindtools.com/pages/article/newTMM\\_92.htm](https://www.mindtools.com/pages/article/newTMM_92.htm)

A group whose individual efforts result in performance greater than the sum of the individual input naturally. So therefore,  $2 + 2$  is more than  $4$ . So, therefore, many times in management, we say  $2 + 2$  is  $22$ . So, therefore, it is a sum of individual input; it is greater than that; it generates positive synergy through the coordinated efforts, that coordination working together, and that team manager is there.

**(Refer Slide Time: 39:42)**

### Definitions of Teams

Authors	Definitions
Katzenbach, J.R. and Smith, D.K.	A team is a small group of people with complementary skills committed to a common purpose and set of specific performance goals.
W. Dyer	A team is a work group that must rely on collaboration if each member is to experience the optimum success and achievement.
Leigh Thompson	"A team is a group of people who are interdependent with respect to information, resources, knowledge and skills and who seek to combine their efforts to achieve a common goal".

Now, here we would like to see the different dimensions of team building with the help of the different definitions; a team is a small group of people with complementary skills committed to a common purpose and set of specific performance goals. So, this is very important that we understand a common goal. However, here the most important is the complementary, complementary supporting each other, supporting each other the skills committed.

Moreover, according to Smith, this particular definition is there. As far as Dyer is concerned, he has talked about the other dimensions; according to him, the collaboration of each member is to experience the optimum success, and achievement is there. So, why we should collaborate, why should we be complementary, why should we support our colleagues, why should we support our superiors, why should we support our subordinates? Because the optimum success and achievement are there.

The person will have a strong team whenever optimum success and achievement are achieved. Thompson has given another definition is a group of people who are interdependent concerning information resources, knowledge and skills and therefore, somebody's expertise in information, somebody's expertise in resources, somebody's expertise in knowledge, somebody is highly skilful and who seek to combine their efforts to achieve a common goal. So, they are different members, and all these members will make these particular skills. Now, the team management is concerned.

**(Refer Slide Time: 41:17)**

## Team Management

- Team management refers to as "a group of individuals, each of whom has a personal responsibility for leading some part of an organization, [and] who are interdependent for the purpose of providing overall leadership for a larger enterprise".
- Team management refers to the various activities which bind a team together by bringing the team members closer to achieve the set targets.
- The individuals forming a team should ideally think more or less on the same lines and should have similar interests and objective.



16

So, how do a group of individuals each of whom has a personal responsibility for leading the some part of an organization and who are interdependent to provide overall leadership for larger enterprises there, how practice? Team management refers to the various activities which bind a team together by bringing the team members clear to achieve the set targets are there that we know the common goals are there. Moreover, ideally think more or less on the same lines, not the people, now people who can be working together if they oppose each other.

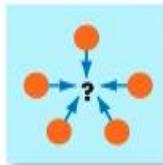
How they can be a successful team, there cannot be a successful team. So, therefore, they have the same lines and should have similar interests and objectives.

**(Refer Slide Time: 42:06)**

## Types of Teams

### Problem-Solving Teams

- Groups of 5 to 12 employees from the same department who met for a few hours each week to discuss ways of improving quality, efficiency, and the work environment.
- These teams rarely have the authority to unilaterally implement any of their suggestions.



Problem-solving

Image Source: [https://www.oreilly.com/library/view/organizational-behavior-17e/9780134103983/images/EX\\_10\\_D02.png](https://www.oreilly.com/library/view/organizational-behavior-17e/9780134103983/images/EX_10_D02.png)



17

Now, in that organization, you will find that different types of teams are there, like problem-solving teams are there 5 to 12 employees from the same department who meet for a few hours each week to all discuss ways of improving quality efficiency, the work environment is there, the team have the authority to unilaterally implement any of their suggestions that is problem-solving are there.

**(Refer Slide Time: 42:22)**

### Self-Managed Teams

- Self-managed work teams are groups of employees (typically 10 to 15 in number) who perform highly related or interdependent jobs and take on many of the responsibilities of their former supervisors.
- Self-managed work teams even select their own members and evaluate each other's performance. Supervisory positions take on decreased importance and are sometimes even eliminated.

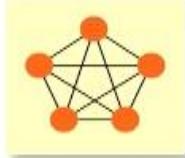


Image Source: [https://www.oreilly.com/library/view/organizational-behavior-17e/9780134103983/images/EK\\_10\\_D02.png](https://www.oreilly.com/library/view/organizational-behavior-17e/9780134103983/images/EK_10_D02.png)

18

Then there are the self-managed teams. Now you see the organization this type of the teams because here the typically 10 to 15 numbers members are there and they take their initiatives and, therefore, can perform in a self-managed team. Now the self-management work teams even select their members and evaluate as you know, we give assignments, so we give it ask that is make your team.

So, when they make the group, that group converts into the team because they are known to each other, and each other performance supervisory positions on decrease importance and sometimes or even the eliminated is there.

**(Refer Slide Time: 43:06)**

## Cross-Functional Teams

- Cross-functional teams , made up of employees from about the same hierarchical level but different work areas, who come together to accomplish a task.
- All the major automobile manufacturers—Toyota, Honda, Nissan, BMW, GM, Ford, and Chrysler—currently use this form of team to coordinate complex projects.

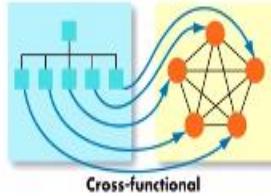


Image Source: [https://www.oreilly.com/library/view/organizational-behavior-17e/9780134103983/images/EX\\_10\\_002.png](https://www.oreilly.com/library/view/organizational-behavior-17e/9780134103983/images/EX_10_002.png)

19

The cross-functional teams are there, in the cross-functional teams, you will find employees from about the same hierarchical level, but different work areas will come together to accomplish a task. All the major automobile manufacturers, Toyota, Honda, Nissan, BMW, GM, Ford and Chrysler, currently use this team form to coordinate complex projects.

(Refer Slide Time: 43:27)

## Virtual Teams

- Virtual teams use computer technology to unite physically dispersed members and achieve a common goal.
- They collaborate online—using communication links such as wide-area networks, videoconferencing, or e-mail—whether they're a room away or continents apart.

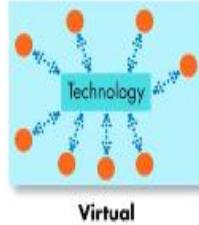


Image Source: [https://www.oreilly.com/library/view/organizational-behavior-17e/9780134103983/images/EX\\_10\\_002.png](https://www.oreilly.com/library/view/organizational-behavior-17e/9780134103983/images/EX_10_002.png)

20

Then there are the virtual teams. Virtual teams use computer technology to unite physically dispersed members and achieve a common goal. Now, whenever we have faced these corona phases 1 phase 2. So therefore, in that case, this technology this virtual team they have become has become the more effective and then this has the continuous policies there, so, how to create the effective team and making the team building.

**(Refer Slide Time: 44:00)**

## Effective Team Characteristics and Team Building

Teams vary in their effectiveness. If a team is to work effectively, the following four variables need to be in place:

- **Task:** Does the team know what its task is?
- **Boundaries:** Is the collective membership of the team appropriate for the task to be performed?
- **Norms:** Does the team share an appropriate set of norms for working as a team?
- **Authority:** Has the leader established a climate where her authority can be used in a flexible rather than a rigid manner?



21

So, teams vary in their effectiveness. If a team is to work effectively, the following four variables are to be there: the tasks. Does your team know what is to be done, or are the boundaries that are the collective members of the team appropriate for the task to be performed, what are the norms, what to do and what not to do? Furthermore, what is the authority where the authority can be used to flexible rather than the rigid manager is there.

**(Refer Slide Time: 44:27)**

### Case study

Read case study and determine what action you think would be most appropriate for the leader to take in the situation. Rank your answers from 1-4 with #1 being the most appropriate leadership response and #4 the least appropriate leadership response.

- As Project Director you have worked closely with one of your teams for several years. Their work is excellent, and the team gets along well together. Recognizing their abilities, you feel they can now work more on their own. You have begun this year to redirect your energies to other projects and teams, and they have continued to work effectively. You must now ask them to accept additional tasks and responsibilities. YOU WOULD...



22

Now, here we will talk about this case study. So, please see this particular case study. And then, you will find in this case study with one of your teams for several years, their work is excellent, and the team gets along well together. Recognizing their abilities, you feel they can now work

more on their own, you have begun this year to redirect your energies to other projects and teams, and they have continued to work effectively. You must know to ask them to accept additional tasks and responsibilities; what you would do?

**(Refer Slide Time: 45:04)**

### **Case study**

- a) Assign them the new responsibility, make sure they know what to do, and supervise them closely.
- b) Give them the new responsibility. Tell them that you are pleased with their past performance and that you are sure they will do well with this new responsibility. Facilitate the team's meetings.
- c) Make sure they know what you want them to do but incorporate any helpful suggestions they have.
- d) Let them determine how to complete the new responsibility and be available to support them and provide the information and resources that will be needed



So, therefore, in that case, you will find that you should assign them new responsibilities, make sure they know what to do and supervise them closely. Give them the new responsibility, tell them that you are pleased with their past performance and that you are sure they will do well. This new responsibility and making the team is meetings where they frequently interact with them. Make sure they know what you want them to do but incorporate any helpful suggestions.

So therefore, naturally, they are doing it the first time. So, they will require particular suggestions, let them determine how to complete the new responsibility, be available to support them, and provide the information and resources needed.

**(Refer Slide Time: 45:45)**

## Research Paper

**Paper:** Democratic leadership and organizational performance: the moderating effect of contingent reward

**Authors:** Sam Kris Hilton, Helen Arkorfu, Albert Martins

**Journal:** Management Research Review

**Published:** 5 February 2021

**DOI:** 10.1108/MRR-04-2020-0237



Now, this is the research paper for leadership and team effectiveness. I am sure that is you will be able to get specific inputs from this research paper. I found it interesting, and that is there.

**(Refer Slide Time: 46:00)**

### Purpose

- The purpose of this study is to investigate the moderating effect of contingent reward on the relationship between democratic leadership and organizational performance

### Design/methodology/approach

- Explanatory and cross-sectional survey designs were used. A quantitative research approach was also adopted to collect the data from 476 employees in the telecommunication industry. Using statistics package for social science, the data was analyzed via descriptive statistics, correlation and hierarchical regression techniques.

So, the purpose of this study is to investigate the moderating effect of contingent reward on the relationship between the democratic leadership style and organizational performance is there.

Furthermore, in this research paper, explanatory and cross-sectional survey designs were used a quantitative research approach was adopted to collect the data from 476 employees in the telecommunication industry. Using statistics packages for social science, that data was analyzed via descriptive statistics, correlation, and hierarchical regression techniques.

**(Refer Slide Time: 46:35)**

## Findings

- This finding provides empirical evidence for the enhancement of democratic leadership through the introduction of contingent rewards
- Study point out contingent reward as an effective moderator for other leadership styles in predicting organizational performance.
- Compared to the extant literature on the positive relationship between democratic leadership and organizational performance, the present study reveals that such a relationship can be augmented and moderated with contingent reward for a stronger effect.



26

Moreover, based on this methodology, the findings are enhancing democratic leadership through the introduction of contingent rewards. Study parent or contingent reward is an effective moderator for other leadership styles in predicting the organizational performance compared to the extant literature on the positive relationship between democratic leadership and organizational performance.

**(Refer Slide Time: 46:56)**

## Practical Implication

- The findings of the study imply that managers in the telecommunication industry should exhibit democratic leadership to improve the performance of their organizations.
- It implies that democratic managers would have to incorporate contingent reward (in the form of recognition, award, incentives and financial rewards) into their governance style to induce employees to perform beyond expectation.
- This would increase the satisfaction and commitment level of employees and, in turn, increase organizational performance.



27

Now, here that particular implication of the studies to the telecommunication industry would exhibit democratic leadership to improve their organization's performance. It implies that democratic managers would have to incorporate contingent rewards. This would increase employees' satisfaction and commitment level and, in turn, increase organizational performance.

(Refer Slide Time: 47:15)

### Book Recommendation

#### LEADERSHIP: Enhancing the Lessons Of Experience (Eighth Edition)

Edited By:	Andrea Heirendt
Publisher:	©2015 by McGraw-Hill Education
Authors:	Richard L. Hughes, Robert C. Ginnett, Gordon J. Curphy
Language:	English
Paperback:	753 Pages
ISBN:	978-0-07-786240-4
MHID:	0-07-786240-6

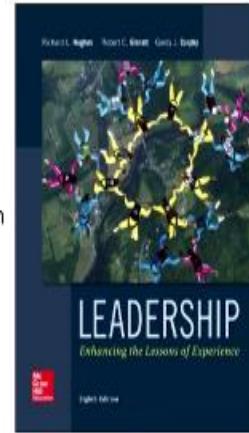


Image Source: <https://www.amazon.in/Leadership-Enhancing-Experience-Richard-Hughes/dp/0078112656/>

28

Moreover, the last is the book recommendation for the lessons of the experience, which you can refer.

(Refer Slide Time: 47:22)

### Book Recommendation

#### THE LEADERSHIP CHALLENGE : How to Make Extraordinary Things Happen in Organizations

Edited By:	James M. Kouzes and Barry Z. Posner
Publisher:	Jossey-Bass(A Wiley Imprint), 2012
Language:	English
Paperback:	412 Pages
ISBN:	978-1-11-939756-4

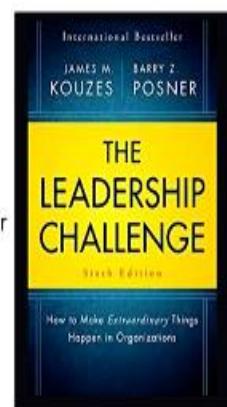


Image Source: <https://www.amazon.in/Leadership-Challenge-Extraordinary-Things-Organizations/dp/1119278961/>

29

(Refer Slide Time: 47:24)

## References

- Bang, Henning & Midelfart, Thomas. (2017). What characterizes effective management teams? A research-based approach. *Consulting Psychology Journal: Practice and Research*. 69. 10.1037/cpb0000098.
- Hilton, S.K., Arkorful, H. and Martins, A. (2021), "Democratic leadership and organizational performance: the moderating effect of contingent reward", *Management Research Review*, Vol. 44 No. 7, pp. 1042-1058. <https://doi.org/10.1108/MRR-04-2020-0237>
- Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (2015). Leadership: Enhancing the Lessons of Experience (8th Edition). McGraw Hill.

## Online Sources

- <https://www.managementstudyguide.com/team-management.htm>
- <https://corehr.wordpress.com/2012/06/26/team-management-meaning-and-concept/>
- <https://en.wikipedia.org/wiki/Team>



This is another book for the leadership challenges there. These are the references for these nodes. You can go into the details by reading this particular literature, and this is all about introducing leadership and team effectiveness. Thank you.

**Leadership and Team Effectiveness**  
**Prof. Santosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute Technology – Roorkee**

**Lecture – 02**  
**Leadership Myths and Facts-I**

In this session we will talk about whether the leadership is really practically in the field is workable or not. Or there are certain myths and what are the realities or facts related to leadership is there, because whenever we are learning the leadership, we are supposed to know about the what are the myths are there about the leadership and because sometimes you see, the people say that is the leadership does not work, very normal criticism is about how these non-MBAs they are becoming leaders.

And when they are so, many successful leaders do MBA requires, so, that particular myth that is the leadership does not require any input are whether the leadership, it requires the professional qualification, what is the fact that we will be discussing in this particular session is there. And we will also talk about the different myths which are very popular and common in this particular topic of leadership and we will also talk about that is what are the different facts are there.

we will also relate it with the case study and research papers and also this session will be having certain input from different books as a recommendation for you and whatever these as usual at the end we will be having the references are there. Now, there are a lot of the, already says there is specially related to the rules, that is what are the rules of leadership. And we have seen that is the rules of leadership or return on the basis of so, many dimensions they are the team building is related, personality is related, perception is related, learning is related.

And therefore, in that case, the researchers, the authors have given the rules on the basis of their research, on that particular research base studies, they are making the rules are there, then there are the pointers also those who are showing the directions, the direction that is about the leadership's are there that how you can become the successful leader then, there are different leadership styles a number of theories are there which talk about whether it is the autocratic style is there, democratic style is there, participative style is there.

And whether there it is Laissez-faire style is there and therefore, in that case, you will find that is there are the different inputs are there theoretically by the different authors, it also talks about the biographies of the impressive leaders, the biographies are related about that how these leaders they have to change the uncomfortable situation to the comfortable situations, how they have made that organization so much successful, how would the cultures have been built in the organization.

What are the different practices are there with these practices they are made organizations is a global level, A class organization or the best employers in the world, these all through these the world history is there. Now, I would also like to mention that is this, especially the culture whenever we are talking about leadership, so, leadership is very much dependent on the individual that is true, but unless and until that individual is having the best combination with the organizational culture and environment.

And in a given environment situation, if the leader is able to coordinate and compose then definitely the leadership will be the effective leader will be there for this purpose, we will talk about that is the there are the particular facts because you will say there is if leadership depends on the personality, then, how we can generalize it if the leadership depends on the environment, how we can generalize and if the leadership depends on a particular situation, then how we can generalize.

**(Refer Slide Time: 04:54)**

## Myths and Facts about Leadership

- Much has been written about leadership:  
Rules, pointers, styles, and biographies of impressive leaders all through world history.
- Nevertheless, there are particular leaderships facts that we all ourselves fail to identify and understand in the course of reading books.



Image Source: <https://www.quibustrainings.com/digital-marketing-myths/>

So, there are the particular leadership fits that we all ourselves failed to identify because, in a given situation, I always advise my students that are in the classroom, you will learn to get the ideas and creativity of the ideas, but what ideas exactly will work that you are to see in a given situation at your workplace, at your workplace, if you know that is if this is a situation, for example, the role of technology, for example, the role of raw materials, for example, the role of finance.

So, leadership within context, these particular dimensions that will require that is the what is to be done and how do we make the effective leadership, another very common example is of the change management, there is how to implement the change in a given organization, in a given situation, in a given culture by the given change agent. So, these parameters are very, very important, if you are making these parameters in a single direction, that is why it is known like you will see in the about in the pointers and styles.

If the pointers are accurate and styles are directive, then definitely in that case, that leadership will be working is an effective leadership is there. Now, here we will talk about the different myths about leadership is there.

**(Refer Slide Time: 06:27)**

## Myth 1: Leaders are of only 1 Type

Fact: The official (elected for position or offices) and informal leaders (by virtue of their wisdom and expertise) exercise a mix of leadership variations.

The various types are:

Lewin's 3 basic management styles:

- Authoritative
- Participative
- Delegative



Image Source: <https://www.verywellmind.com/leadership-styles-2795312>

4

So, the leaders are of only one type. But, as I mentioned earlier in the previous slide that is leaders are having different personalities, leadership depends on the personality of the leader and every leader is having his own personality and we know that his personality depends on the heredity, environment, and situation. So, whenever we are talking about the heredity, environment, situation, now how heredity is related.

Now, some leaders you will find that they are very happy and it is because of there is the situation of dopamine and in that case, when the environment is concerned, that is a 40 percent that plays a role into a style of the leader. So, the leader cannot be of one type and therefore, whether that is the official position, many times it has been mentioned it is if the person is on the head position is the designation his general manager, the designation is vice president then that person is a leader.

It is as you know, this is just a myth that is by being in a position it does not mean that person becomes the leader, if you remember and recall my previous session on the definition of leadership, that it is the influence of the behavior. So, the leader who influenced the behavior of others and not it is just because of the position then definitely in that case, you will find that is becoming that is the official are the elected for position or offices they becoming their leaders, it is not true.

The informal leaders by virtue of their wisdom and expertise, that is fact so, one side the official the position gives an opportunity to express leadership the manager, you may get the position of manager, but are you a leader, the position will give an opportunity. Similarly, the virtue of your wisdom that will give you an opportunity to be a leader virtue of your expertise in given technical skills, human skills, conceptual skills, analytical skills, designing skills that expertise that will give you the leadership style.

And exercise a mix of the leadership variations are there. So, whenever we are talking about that the what is the myth leaders are only of one type no leaders are whether they are official on the basis of the position or on the based on their wisdom, on the based on their expertise and maybe the person at the managerial position with the mix of their wisdom and expertise that can be the leadership variation is there. So, Lewin's 3 basic management styles are their authoritative and therefore, in that case, the authoritative style of the leaders they say to do.

And therefore, they have become authoritative, now authoritative can be on the basis of their wisdom and expertise also. So, therefore, we have to understand that he is the authoritative person, the way they exercise their leadership will decide that is what type of authoritative leadership they are having. Similarly, the participative style is there and in the participative style they will be asking, that is; what are the different styles of leadership which will be to be performed in a given situation.

And they asked to their participants, other team members, that is this is the situation and what can be the solution and therefore, that will be the participative style will be there, then there is a delegative style, in the case of the delegative style where the leader gives a task to the others and the others perform a particular task, but we should not misunderstand that is the how this delegation where he is making the person not perform it is not Laissez-faire style.

So, in the Laissez-faire style, you will find it is a person is not performing in delegative style, the person is given the task to the others, but he is monitoring that particular task. So, with the delegation authority is given, but the responsibility is not given well in the Laissez-faire style of

the leadership, it is the person who is not concerned with the authority, not concerned with the responsibility.

(Refer Slide Time: 10:58)

### Myth 1: Leaders are of only 1 Type (Cont.)

Goleman's 6 emotional leadership styles:

- |               |            |
|---------------|------------|
| • Visionary   | Coaching   |
| • Affiliative | Democratic |
| • Pacesetting | Commanding |

Likert's 4 Leadership styles:

- Exploitative authoritarian
- Good-hearted authoritative
- Consultative
- Participative



Image Source: <https://www.slidesalad.com/product/likerts-leadership-styles-model-google-slides-template/>

Then Goleman's 6 emotional leadership styles are there. First and foremost is that being a visionary style is there. So, whenever we talk about the leader know? So, the leader is who is a leader, who is visionary, who creates the vision, vision for the organization, what will be the vision of the organization? Here, I would also like to support that a visionary aspect with the help of the research articulation of vision is not that easy.

The vision can be only framed by the experts, those who are able to understand yesterday, today, and tomorrow if the person understands what were the problems, so, whenever we are making the organization a tech-savvy organization or about the technological-based organization, then what is our vision, vision is after 20 years where will be the technology, what will be the resources and that will be the visionary is there.

Then there is the affiliative style is there, an affiliative style is there where the persons are more concerned with the people or the team members, those who are working with them, then the pacesetting is there slowly and slowly and they make the develop the whole organization systems, then the coaching style is there where they are having the director the instructions and

advisors and develop the people is there, democratic style is there where the leader asks the team members that is to express and that is a participant are the team democratic style is there.

And commanding style is there that is the autocratic style or authoritative style is there whenever there is this type of these situations, then definitely in that case that the leadership styles there they are becoming the different positions are there right now, Likert's 4 leadership styles are there exploitative authoritative, now exploitative authoritative they are the leader is not giving any benefits to the team members, while the good-hearted authoritative are there those who are having authoritative positions, but their intentions are very fair.

Consultative is there and in the case of the consultative it is the participative style is there where the people are getting the involved their team members and participative style is there where the decision making is done with the help of the people the difference between the consultative and the participative who is there that is you are having the consultation with the others, but you are not necessarily following in your decisions. The participative style is there, where you are joining with your team members to take the decision and to implement it.

**(Refer Slide Time: 13:59)**

### **Myth 2: Leaders are Born, not made**

Fact: Leadership is actually a procedure for becoming a leader.

- Although specific men and women are born with innate leadership characteristics, without proper environment and exposure, they will often fail to acquire their full potential.
- So, like learning the way to ride a bicycle, it's also possible to learn how to become a leader and sharpen your leadership expertise.



The second myth is leaders are born and not made. Leadership is actually a procedure for becoming a leader as we are mentioned that is it is a full process. So, earlier it was told that if the king's son will become the king that is a trait theory was there and on basis of that it was told

that if the prince is born in any royal family, then definitely he will be the only leader or he will be the king and but later on it has been seen they do not become successful leaders. Because by just taking birth into a particular king's family does not make a person a king.

So, then what makes a king that is particular training, which is to be provided to that the prince so that he proves in the true sense that prince is not only because of the birth, but it is by the act also. Although specific men and women are born with the innate leadership characteristics, so, you see, if you watch the children are playing and then you find suddenly that one child he becomes the leader and rest of his team members follow him.

So, but if they are playing themselves and following the one person, there is a trait because without proper environment and exposure, then they will often fail to acquire their full potential and that is why that direction is very much important that coaching is very much important. Because a person may have that personality trait to become a leader, especially taking initiative extrovert is there, the directive is there it might be there, but then what is required?

There is required an environment, if there is an environment and exposure, then definitely that person who has born in the royal family are not born in a royal family, but because of that person initiative of his traits which are making him the leader with the proper exposure and by providing the proper exposure and environment. So, like learning how to ride a bicycle, it is also possible to learn how to become a leader. So, like we learn the swimming, bicycling and then driving. So, like this way, we can also learn how to become a leader and sharpen our leadership expertise.

**(Refer Slide Time: 16:40)**

### Myth 3: Let them be the Leader

Fact: Leadership begins with you.



- Knowledge on leadership theories and abilities may be formally gained by finding leadership seminar, training courses, and conventions.
- You cannot become a leader in a single day. Life-long learning is essential in learning to be a good leader for every day which provides fresh experiences that put your knowledge, skills, and frame of mind to a test.

Image Source: <https://www.pinterest.ca/pin/505880970623730777/>

So, let them be the leader leadership begins with you. So, it is not like this, there are some people who can become the leader (FL) they can be the leaders we I cannot be the leader no, that is a myth, knowledge on leadership theories and abilities may be formally gained by the finding leadership seminar training courses and conventions if you get the training for that, that is how to become the leader then definitely, in that case, you will become the leader for that particular task or this situation.

So, leadership starts with you, with ourselves we cannot become a leader in a single day lifelong learning is essential in learning to be a good leader every day which provides the fresh experience. Now, you see the situation keeps on changing, the earlier situation may be different now the situation is different, yesterday's situation was different today's situation is different. And then in that case every day we provide the experiences that put our knowledge skills and frame of mind to a test.

So, whatever the knowledge we are having, whatever the skills we are having, so every day they are a challenge, our knowledge is a challenge, skills is there, attitude is a challenge, habits are a challenge and therefore, they will be by these facing these challenges, we make up our mindset and that mindset to win the situation that is becoming important. Leadership is the sole act. So, leadership is only by one person no, it is shared by others who are your team members.

**(Refer Slide Time: 18:26)**

## Myth 4: Leadership is Sole Act

Fact: Leadership is Shared.

- Leadership is not the sole responsibility of one person, but instead a shared accountability among people of an emerging team. The leader belongs to a group. Every single member has tasks to meet.

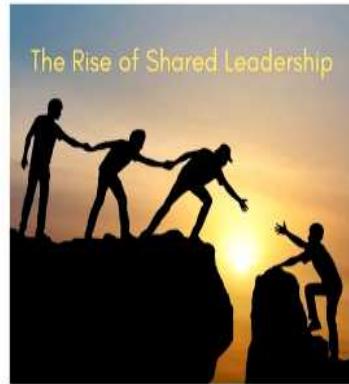


Image Source: <https://conservationimpact-nonprofitimpact.com/shared-leadership/>

So, it is not the responsibility of one person but instead shared accountability among people. Now, here you see this particular full diagram and in this particular picture, you will find that is the rise of the shared leadership is there, but so, it is a team building. By supporting each other, the person can reach the goal. So, accountability among people of an emerging team is there the leader belongs to a group every single member has a task to meet.

So, here it is if you find that is a chain is there and this change will be connected by each and every member and that is becoming the team building and not by the single person. So, far we have discussed some of the myths related to this particular leadership in sole acts and the rest of these myths that we end whether the facts are there or I have talked about the research papers and books that we will discuss in the next part right in the next session. So, thank you, thank you all of you.

**Leadership and Team Effectiveness**  
**Prof. Santosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology - Roorkee**

**Lecture - 03**  
**Leadership Myths and Facts - II**

Earlier we have discussed about these leadership myths and facts in continuation of that you will find about that is how the leadership is to be shared. Now, in an organization commencing, it is a simple blend of men and women associates and the management, work towards the development of a powerful team, all these aspects that is to be shared.

**(Refer Slide Time: 00:43)**

**Myth 4: Leadership is Sole Act**



Fact: Leadership is Shared.

- In an organization, commencing as a simple band of men and women, associates and management work towards the development of an powerful team.

Image Source: <https://blogs.imperial.ac.uk/pstrc/2019/05/24/why-sharing-leadership-in-healthcare-matters/>

So, we can form a team, we can classify, whether it can be on the basis of the gender, that is there, what will be the same blend of the men and women in a particular team, who will be the associates? Associates may be from the basis of their wisdom and expertise and like this, these classifications can be taken. Now, when we are talking about leadership, about the myth 5 ways that exist only at the top of the organization.

Many people believe that he is the leader means top management, but this is not the fact the highly competitive market leaders needed at various levels. So, there are basically 3 levels, junior level, middle level, and high level and at every level, I would like to share my experience that when I was the labor officer in the Hukamchand mill, and during that time in the late 80s, then at that time.

It has been seen that from 1980 to 1990, then it has been seen that he is the chief supervisor he was supposed to be the best leader I tell you, because whatever the process starts from the ground level, if it is properly checked, quality is controlled, then there will be no complaint. So, if you want quality leadership, then quality leadership has to be checked at the initiative level. So, therefore, it becomes very, very important that the leadership is not at the CEO level only, but rather than it should be right from the junior, middle and senior-level executives, it will wringing its own death knell.

(Refer Slide Time: 02:30)

### Myth 5: Leadership exists only at the top of organization

Fact: Highly competitive market leaders needed at various levels.

- Restriction of leadership to the top would in fact be ringing its own death knell.
- Necessity of leadership at different levels is clearly apparent when considering armed forces.
- Effective leadership at every level is a prerequisite to achieve a corporate vision.



Image Source: <https://slidemodel.com/servant-leadership-key-principles-for-managers/>

So, therefore, it is very, very important that everybody in the organization they should contribute to the leadership to get work done, necessity of leadership at the different levels is clearly apparent and when considering armed forces are there. So, therefore, in that case, like if you are talking about level 1, level 2, level 3 or level A, B, C, then every level there should be there clearly, it should be apparent and therefore, the persons who are working in organizations, they know what is to be done?

How it is to be done? Where it is to be done? When it is to be done? So, all questions are answered by the leader, and as a result of which, once the work is done, there are no complaints. Effective leadership at every level is a prerequisite to achieving a corporate vision, now, the direction is very important. The leadership might be at the junior, middle and senior level, but all the contributions at all levels, where they should be directed?

They should be directed towards the achievement of the corporate vision, whatever the corporate vision is there that is, because if there is no coordination between the junior level

and the middle level, or middle level and senior level, then definitely it will become a big problem. However, it might be effective work, but it may not be efficient work it might be efficient work may not be the effective work because of a lack of coordination.

So, if you want proper coordination between efficiency and effectiveness, then it becomes very, very important that you are having this coordination amongst all the levels. Leadership or the charismatic, now charisma is very often confused as leadership is there.

**(Refer Slide Time: 04:19)**

### **Myth 6: Leadership are Charismatic**

- Charisma is very often confused as leadership.
- It is not necessary to be charismatic to be a leader.
- Employees look for whether they can trust their leaders more than charisma.
- In fields which require technical and specialized skills it matters very little whether the leader is charismatic or not.
- Organization like bank, investment house is not conducive to a completely charismatic leader. A more quiet, leading by example type of person would be better suited.



12

So, every charisma is not necessarily to be a leadership. It is not necessary that every leader has to be a charismatic leader, because when we find that is the employees look for where they can trust their leaders more than charisma. So, building the trust, leader should be a trust builder. And if he is a trust builder, then definitely, in that case, he will be able to influence his followers. Every time you are expecting charisma from the leader, it will be an impractical approach.

So if you want to do this particular consideration, then in this consideration to be an effective leader, please do not try to always be charismatic leaders because normally does not happen practically does not work in fields which require technical and specialized skill, it matters very little, whether the leader is charismatic or not. A very simple example is for operations management is there and in operations management technical and specialized skills are required.

And if you are able to do that follow those skills, automatically, you will get the output and product cost-effective, but, if you are talking about the HRM motivation, then definitely the role of the charismatic leaders that become more, but in the case of the operations management, it is more systematic work quality product itself will prove that there is an effective leadership is there.

Organizations like the bank, investment house is not conducive to a completely charismatic leader, they go by the rules regulations, and procedures, a more quiet leading by example type of person would be better suited and therefore, in that case, by doing his own tasks that will make him the leader rather than creating any charisma at the workplace and becoming the leader is there.

**(Refer Slide Time: 06:28)**

### **Myth 7: Good Leadership Is All Common Sense**

- At face value, this myth says one needs only common sense to be a good leader.
- Do leaders need to act confidently? Of course. But they also need to be humble enough to recognize that others' views are useful, too.
- Do leaders need to persevere when times get tough? Yes. But they also need to recognize when times change and a new direction is called for.

Myth 7 is that good leadership is all common sense at face value this myth says one needs only common sense to be a good leader. So, therefore, in that case, that is the only that common sense will work need to act confidently of course, but they also need to be humble enough to recognize that others' views are useful. So, therefore, in that case, here we can also differentiate between the authoritative or autocratic style of leadership and his participative style of leadership is there.

And therefore, it becomes very important that is we are always yes, vision there has to give the vision and but in the creation of that vision, in implementation of that vision in the achievement of that vision, he requires to get recognition by the views of the other also. So, others' views are also becoming very, very important, do leaders need to persevere when

things get tough? Yes, but they also need to recognize when times change and the new direction is called for.

So, persevere where the time is always challenging time, at a challenging time the persevere is required, yes, that is required, but they have to recognize also that is with the changing in time the leadership style is to be changed flexibility, flexibility is very, very important. And that is so, that what happens that is the leader to achieve the corporate vision and he changes his directions and by the different directions you can reach to the destination.

**(Refer Slide Time: 08:08)**

### **Myth 8: The Only School You Learn Leadership from Is the School of Hard Knocks**

- It is a mistake, however, to think of formal study and learning from experience as mutually exclusive or antagonistic. In fact, they complement each other.
- Approaching the issue in such a way recognizes the vital role of experience in leadership development, but it also admits that certain kinds of study and training can improve a person's ability to discern important lessons about leadership from experience.
- It can, in other words, accelerate the process of learning from experience.

14

Myth 8 is the only school you learn leadership from is the school of the hard knocks. It is a mistake to think of the formal study and learning from experience as mutually exclusive or antagonistic, in fact, they complement each other. So, therefore, do not think like this, that is the only experience makes a person the perfect leader or only a very highly qualified personality high degree from a highly reputed institute that will make a person an effective leader, no.

It is the combination of both they require they complement each other in the sense that is they are able to mutually supporting to each other and when they mutually support to each other a person who is having the experience of the 10 years of experience in his field and then also he has studied then they will be nothing like that. And therefore, in that case, that learned leadership with the practicing leadership both will be making your leadership more effective.

Approaching the issue in such a way recognizes the vital role of experience in leadership development, but it also admits that certain kinds of study and training can improve a person's ability to discern important lessons about leadership from the experiences there. So, therefore, in that case, the individual's ability that has to be supported by the person's experience is there.

It can, in other words, accelerate the process of learning from experience. So, therefore, they are not isolated compartments. So, they are the supporting compartments and it is supporting compartment means there is a bridge, bridge between the compartment and what is the bridge is that is learning with the experience and many times we find as the management education.

They were the initiation for these part-time MBAs and part-time MBAs means that is the education of leadership, the practicing the employees, they were in the evening they were learning the leadership styles, understanding the leadership concepts and therefore, with their experience and their learning, they have become more effective. Please also this myth is wrong that is only the experience will become the effective leaders only the learned from the top class institutes the learned who were learned and trained into the leadership they will become the effective leader no, that has to be mutually interdependent.

**(Refer Slide Time: 10:59)**

### **Myth 9: Leadership is a rare skill**

- Contrary to popular belief leadership certainly is not a rare skill.
- Majority of us have inherent leadership qualities that come to fore when opportunity arises like crisis, celebration or when simple family decision need to be taken.
- Good leadership skills without management skills to support it will result in inability to operationalize the corporate vision.



Image Source: <https://www.inc.com/marcel-schwantes/how-can-you-be-sure-someone-has-true-leadership-skills-watch-for-these-3-rare-signs.html>

15

Contrary to popular belief leadership is a rare skill. So, it was always mentioned it is many people feel that they are different from those who become leaders no, contrary to popular belief leadership certainly is not a rare skill, the majority of us have inherent leadership

qualities that come to fore when opportunity arises, the crisis celebration or when simple family decision needs to be taken, I would like to give you an example of a marriage.

So, when the marriage is finalized and then you find that there are different relatives, those who are performing different functions or responsibilities very efficiently. And then you find that these are the people who are the best in this particular task. So, therefore, it is the decision need to be taken to whom we are giving you an opportunity to perform good leadership skills without management skills to support it will result in an inability to operationalize the corporate vision.

So, therefore, in that case, the good leadership skills that is the initiative then participative, delegation, decentralization, and management skills, when we are talking about it is a communication skill is their job knowledge skills, technical skills, human skills, conceptual skills, analytical skills, designing skills. So, therefore, these other management skills are there. So these management skills are to be supported, supported to the leadership skills are there.

So, therefore, in that case, whenever we are talking about leadership is more, more influential, because it is supported by the manager's skills is there. Myth 10 is that extroverted leaders are preferred as you see in the personality we talk about the introvert, extrovert, intuitive sensing, thinking, feeling, perceiving, and judging. So extroverts are thought to be more outgoing and confident, and introverts are considered shy and withdrawn.

**(Refer Slide Time: 13:02)**

#### **Myth 10: Extroverted leaders are preferred**

- Extroverts are thought to be more outgoing and confident. Introverts are considered shy and withdrawn. Extroverts work through problems by discussing them and seeking the advice and input from others. Introverts process their thoughts and conflicts internally. Because of these differences, it shouldn't be surprising that extroverts are drawn to leadership roles. Being a leader means engaging with other people, right?
- The reality is that not all extroverts are cut-out to be leaders. A lot of successful individuals, such as Warren Buffett, Barack Obama, and Marissa Mayer, are introverts. Just because you're not the head of a department or comfortable in crowds doesn't mean that you should sell yourself short. You may still possess the right leadership skills to inspire others

Extroverts work through the problems by discussing them and seeking advice and input from the others are there, introverts process their thoughts and conflicts internally. Because of these differences, it should not be surprising that extroverts are drawn to leadership roles. So, therefore, in that case, it has to be seen that is how these extroverts those who are becoming very popular and very interactive.

And these, therefore, they are becoming the spokespersons and there is a function of this manager is as a spokesperson and the extroverts people, they become the spokespersons and they emerge the image as a leader. So being a leader means engaging with other people. And therefore, please do not take it this myth that is the only extrovert can be the leaders and introverts cannot because introverts, they process their thoughts and conflicts internally, but they come out with the decisions very, very effectively.

So, the reality is that not all extroverts are cut out to be the leaders. A lot of successful individuals such as Warren Buffet, Barack Obama, Marissa Mayer are introverts. And therefore, in that case, whenever we are talking about especially, that this USA, President Barack Obama and when we are talking about that is the how they are effective leadership has worked in spite of that he is an introvert.

So, the reason is this, it is not just because you are the head of the departments are the comfortable in crowd does not mean that you should sell yourself short. Those who are even introvert they come out with the new ideas and that idea make them the successful leaders. So, you must still possess the right leadership skill to inspire others, even though if you are the introvert is there because your decision-making styles.

So that is why this introvert leaders, there is a Warren Buffett and Barack Obama and then they are so much successful in their areas. And that is, it is just because of their decision-making styles and therefore, introvert and therefore, they are introverts so they analyse and their analysis that is making them stronger, result oriented decisions are there. So, not necessarily that all extroverts they will become the effective leaders and they all introverts, they will not become the leaders.

It is the individual's the expertise, whether he is an extrovert or the introvert, ultimately, the results ultimately, it is the self-analysis of the individual that will decide whether the person

will be successful leader or not. And myth is about the results and not the people. Now, we have to combine, I came to the previous myth leadership is not about the results at the sacrifice of the people.

**(Refer Slide Time: 16:09)**

### **Myth 11: Leadership Is About Results, Not People**

- Akin to the previous myth, leadership is not all about results at the sacrifice of people. Unfortunately, when we are disconnected from the feeling of ourselves and others, this incessant "doing" leads to actions that are not grounded and leaves us feeling disconnected and desperate for meaning and belonging.
- In the short term, high results may be achieved, but they will be at the cost of long-term gains, as your people will be less motivated, discontented, and probably be looking for other jobs.



17

Unfortunately, we are disconnected what I want to say that is the many times we say people are important, many times we say technology is important, process is important. And many times, we say that is the financial condition is important that makes the people leader. So, these are the different myths are there and ultimately, what is the reality of fact, fact is that it is the interaction of all that point we will cover.

Now, when we are disconnected from the feelings of ourselves and others are these incessant doing leads to action that are not grounded and leaves us feeling disconnected. And many times, the people are disconnected from the reality dispirited by the meaning and the belongingness is there in the short-term high results may be achieved, but they will be at the cost of long-term gains, this is also very, very important at what cost you are achieving your results.

So, therefore, it is not that is the, when we say about the accomplishment of goal accomplishment of vision, but at what cost you achieve your goal? At what cost you have achieved your vision? That is becoming an important aspect. So, as you people will be less motivated, discontented and probably will be looking for the other jobs. So, therefore, if your people are not highly motivated.

And they are not having any concern, not contented, and we are looking for the if they are searching for another job. So, therefore, in that case, that is the vision will be achieved in long term. So, therefore, in the short term, high results may be achieved, but they will be at the cost of the long-term gains, and that care has to be taken.

**(Refer Slide Time: 18:16)**

### **Myth 12: Management Equals Leadership**

- In short, management is about oversight, reacting, and maintaining the status quo. Whereas, leadership is about focusing on the bigger picture, helping others see this vision, coaching, building relationships, and being willing to take risks.
- A manager is a steward to get what needs to be accomplished done and maintain processes. However, a leader goes beyond this. They take you someplace you've never been before, to a new vision and opportunity. Most people lean toward one or the other. Self-awareness is important, not only of one's own skills but the needs of the team.

Management equals leadership in short, management is about the oversight, reacting, and maintaining the status quo. So many times, they are not taking the initiative, whereas leadership is about focusing on the bigger picture, helping others to see this vision, coaching, building, relationships, and being willing to take risks. So, there is more momentum into the leadership is there. A manager is a steward to get the needs to be accomplished done and maintain the processes.

However, a leader goes beyond this, they take you someplace you have never been before to a new vision and opportunity. Most people lean towards one or the other self-awareness is important and not only one's own skills but the needs of the team. So, earlier also we are talked about this thing that is it is very, very important. We are having the team members we are concerned with the team members and not only with the individuals is there.

So any leader if he thinks that is on the basis of his own performance, will lead the organization then I will say it is a myth unless and until he is not supported by the team members. Related to this myth and reality now I would like to discuss with you one case study and that is the Virgin Group is one of the largest companies in the world over the 30 countries.

**(Refer Slide Time: 19:42)**

### Case Study: Richard Branson Shoots for the Moon

- The Virgin Group is one of the largest companies in the world over 30 countries. At the head of this huge organization is Richard Branson. Richardson, he built the organization from a small student magazine to the multibillion-dollar enterprise it is today.
- Branson was suffering from dyslexia in childhood but was great at his uncanny knack for uncovering lucrative business ideas and His true talents began to show in his late teens.
- He decided to start his own magazine named "Student". It was differed from most college newspapers or magazines; it focused on the students and their interests.
- Branson saw an opportunity for *Student* to offer records cheaply by running ads for mail-order delivery. He recruited the staff of *Student* for his discount music business. He built a small recording studio and signed his first artist and Soon grand sale of 5 million copies of Mike Oldfield recorded "Tubular Bells".

At the head of this huge organization is Richard Branson, and Richardson he built the organization from a small student magazine to the multibillion-dollar enterprise it is today. So always we find that is the journey of the successful leaders, it starts with the small steps. Why I am sharing this to you, that is yes you are the potential leader and when you want to implement the leadership, so you please start with a small step and you will reach the big reason.

So, Branson was suffering from dyslexia in childhood but was great at his uncanny knack for uncovering lucrative business ideas and his true talents begin to show in his late teens, he decided to start his own magazine named student, it has differed from the most college newspapers or magazines, it focused on the students and their interest. Now, you know, you see when many magazines are there, and these magazines are talking about the students.

But the title is not the students and it is not focusing much on the students rather than just focusing on the different dimensions. But here, according to this case study the Branson's saw an opportunity of a student to offer a course and that has been the cheaply by running the advertisements for the mail order delivery, he recruited the staff of the student for his discount music business, he built a small recording studio and signed his first artist and soon grand sale of the 5 million copies read for the Mike Oldfield recorded the tubular bells. And therefore, this way the journey has been started.

**(Refer Slide Time: 21:28)**

### **Case Study: Richard Branson Shoots for the Moon**

- Some time later, Branson started other businesses like airline, hotels, finance etc. his approach was nontraditional. he keeps each enterprise small and relies on his skills of empowering people's ideas to fuel success.
- Once a flight attendant from Virgin Airlines approached him with her vision of a wedding business, Richard told her to go do it.
- Branson relies heavily on the creativity of his staff; he is more a supporter of new ideas than a creator of them.
- In 1999 Richard Branson was awarded a knighthood in the Queen's Millennium New Year's Honours List for "services to entrepreneurship."

#### **Questions:-**

- Q1. Would you classify Richard Branson as a manager or a leader? What qualities distinguish him as one or the other?
- Q2. Identify the myths of leadership development that Richard Branson's success helps to disprove?

Sometime later, Branson started other businesses like the airlines, hotels, finance, etc. His approach was non-traditional, he keeps each enterprise small and relies on his skill of empowering people's ideas to fuel success. And that is why earlier we talked about it is the connect between the leader and team and if there is a proper connect by the leaders with his team members, then definitely that is by empowering this team members and accepting their ideas that will lead to your success.

Once a flight attendant from Virgin Airlines approached him with her vision of a wedding business, Richard told her to go and do it. Branson relies heavily on the creativity of his staff, he is more a supporter of the new ideas, than a creator of them. So, this is also you see, some people may have this feeling some people have like some of us they may have this feeling that is they are not the good ideas creator no problem.

But then you can connect with the creators of a good idea and when you are connecting yourself with the good idea of connectors like here it is given, he is a more supporter of the new ideas, than a creator of them that will also do and that will make a successful history. In 1999 Richard Branson was awarded a knighthood in the Queen's millennium, New Year's Honours list for service to the entrepreneurship and here I would like to help the questions and that is, would you classify Richard Branson as a manager or a leader?

What qualities distinguish him as one to the other and identify the myths of leadership development that Richard Branson success helps to disprove and you can think about it and then you can help your own the answers and that you can take it as your assignment also and

then try to find out that is the how these that ideas collection that can make a person a leader as compared to only to be a generator of the new ideas. So, many times people do not want to come to the driving seat of leadership because they feel that is they are not good idea generators. But from this case study, you will find that yes, there is a possibility by making a proper team.

**(Refer Slide Time: 24:08)**

**Research Paper**

**Paper:** Awakened leaders: born or made?

**Authors:** Joan F. Marques

**Journal:** Leadership and Organizational Development Journal

**Published:** 2010

**DOI:** 10.1108/01437731011043339

**Abstract**  
This paper aims to review the leader of the twenty-first century, the Awakened Leader. Based on information, collected from 11 leadership thinkers and practitioners, literature review, and the author's workplace observations, the article seeks to analyze some of the important experiences and skills that make awakened leaders so outstanding.

**Keywords:** Awakened leaders; born or made?; leadership; born or made?

**Journal:** Leadership and Organizational Development Journal  
Volume 31 Number 3  
pp. 307-318  
© 2010 Emerald Group Publishing Limited  
Reprints: [www.emeraldinsight.com/01437731.htm](http://www.emeraldinsight.com/01437731.htm)

So, next, I will discuss about this research paper, awakened leaders born or made? So, therefore, in that case, we have talked about these myths. So, do you recall what I have mentioned? Yes, and that is the not only that what if you are born so, you will be a successful leader, but by learning and by experience, the one can be successful leaders. For this research paper, the author is John F. Marcus journal of leadership and organizational development journal published in 2010.

**(Refer Slide Time: 24:49)**

### Purpose

- This paper aims to review the leader of the twenty-first century, the Awakened Leader. Based on information, collected from 11 leadership thinkers and practitioners, literature review, and the author's workplace observations, the article seeks to analyze some of the important experiences and skills that make awakened leaders so outstanding.

### Design/methodology/approach

- This study was conducted as a qualitative study of the phenomenological kind, enriched with literature review. Interviews were executed from a pre-validated interview protocol. The approach to the topic is: definition of awakened leadership; review of the essence of awakened leadership; reasoning of the determination regarding this leader being born or made; and perspectives toward awakened leadership.

And the purpose of this paper aims to review the leader of the 21st century and the awakened leaders based on information collected from 11 leadership thinkers, and practitioners, and literature review and the author's workplace observations the article seeks to analyze some of the important experiences and skills and that make the awakened leaders to so outstanding. In this particular research is the methodology which has been used was conducted as a qualitative study of the phenomenological kind.

And enriched with the literature review; interviews were executed from a pre-validated interview protocol. And the approach to the topic is the definition of the awakened leadership review of the essence of the awakened leadership reasoning of the determination regarding this leader being born or made and perspectives towards that, this awakened leadership is there.

**(Refer Slide Time: 25:47)**

### **Findings**

- An interesting combination of qualities emerged for awakened leaders varying from morals and values, ethics, integrity, honesty and trust, to kindness, forgiveness, courage, love, and deep listening. As an interesting endnote the article explains why practicing awakened leadership is easy and difficult at the same time.

### **Research limitations/implications**

- The studies reviewed, although in-depth, applied to a small sample of leaders, which makes generalization riskier. Because leadership is such a broad and dynamic topic, literature review is never exhausted, and thus always relatively outdated.

The findings of this particular research paper is that is an interesting combination of qualities emerge for these awakened leaders varying from morals and values. Now, you see that we have to understand here and these creators of successful leadership and the first and foremost is that is the moral and wellness, the morals and wellness of the leaders, that is to what is this to serve the society and that is if the model and values of the leader are to earn for themselves, then such type of business, they do not become much sustainable.

They might have reached the peak, but they will not become successful the ethics, integrity, honesty, and trust are there. And these are the dimensions that have to be focused on whenever you are talking about really becoming the leader. So your integrity, integrity

towards your job, your profession, your honesty and trust towards your organization to kindness, forgiveness, courage, love and deep listening, because with your team members, this is becoming very, very important, that is you are having that particular kindness.

And forgiveness if you are having that approach in your decision making or in interaction with your team members, that kindness and forgiveness are there and there will be certain suggestions by the team members if you have that courage to make these applications by these particular suggestions made by your team members love and deep listening to them, then definitely, in that case, you will find that is yes, you are a collective leader.

As an interesting and not the article explains why practicing awakened leadership is easy and difficult at the same time. And therefore, in that case, you will find that is this particular study when you are talking about these different dimensions, how it is making one side successful another side challenging also, the study is reviewed, although in-depth applied to a small sample of leaders, which make generalization riskier.

Because leadership is such a broad and dynamic topic literature review is never exhausted, and definitely in that case, you have to see even you see the old literature and there is then always you have to find out what is related to you and what can help you to become successful leaders. Leaders may reconsider the skills required for themselves time to time, because what is important is this that is the if you are referring the literature.

If you are in the current dimensions' consideration, then you will be making them the changes, amendments as per the on whatever the skills are required in a given situation and their workforce to guarantee successful performance.

**(Refer Slide Time: 28:54)**

### Practical implications

- Leaders may reconsider the skills required for themselves and their workforce to guarantee successful performance in an increasingly interconnected world.
- Leaders may engage in reflection and work toward stronger emphasis and development of skills in which they consider themselves weak.
- Leaders may re-examine their work environment and consider how to minimize the factors that complicate the practice of awakened leadership in their organization.



And naturally, ultimately, they are responsible organizational leaders are responsible to provide that guarantee successful performance in an increasingly interconnected world. So, therefore, wherever the business is performed, that business has to be performed in a very, very interactive way. Leaders may engage in reflection and work towards the stronger emphasis and development of skills in which they consider themselves weak.

So, therefore, leaders have to be considered to be very strong, and then this development of the skills they should learn from wherever they find it, they are weak into the certain skill areas, leaders may re-examine their work environment. Now, this is very important, what is your work environment? And consider how to minimize the factors that complicate the practice of the awakened leadership in their organization is there and therefore always they are supposed to do the reviews and when they are making the reviews.

So that is comprising that is making them more successful unless the complicate. So, if you want to make that your leadership style should not be get complicated at the workplace, you re-examine your leadership styles, re-examine the work environment, because your leadership style should match with the work environment and that is why you are supposed to carry on.

**(Refer Slide Time: 30:30)**

## BOOK RECOMMENDATION

### Leaders: Myth and Reality

Publisher: ©2018 by Portfolio  
Authors: Jason Mangone, Jeff Eggers, and Stanley A. McChrystal  
Language: English  
Paperback: 480 Pages  
ISBN: 0525534377  
ISBN13: 978-0-52-553437-2

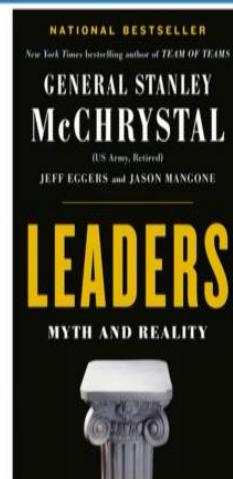


Image Source: <https://www.amazon.in/Leaders-Myth-Reality-Stanley-McChrystal/dp/0525534377>

25

The books recommended here are the myths and reality here these details are given about this particular book, which leaders myth and reality General Stanley. So, therefore, McChrystal is the author of this.

(Refer Slide Time: 30:49)

## BOOK RECOMMENDATION

### The Mythical Leader : The Seven Myths of Leadership

Publisher: ©2017 by Thomas Nelson  
Authors: Ron Edmondson  
Language: ENGLISH  
Paperback: 753 Pages  
ISBN: 978-0-07-786240-4  
MHID: 0-07-786240-6

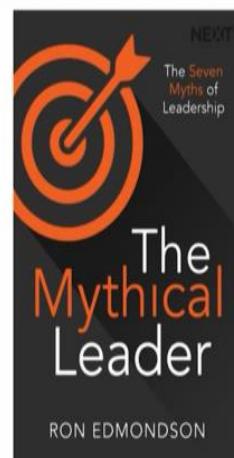


Image Source: <https://www.amazon.in/Mythical-Leader-Seven-Myths-Leadership-ebook/dp/B01MTML0V7>

26

Another book, which have been mentioned here is the mythical leader and the 7 myths of leadership are there and on basis of this also, the author is the Ron Edmondson. So, therefore, in that case, this is another book about the 7 myths of leadership which you can refer.

(Refer Slide Time: 31:13)

## References

- Marques, J.F. (2010), "Awakened leaders: born or made?", *Leadership & Organization Development Journal*, Vol. 31 No. 4, pp. 307-323.
- Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (2015). Leadership: Enhancing the Lessons of Experience (8th Edition). McGraw Hill.

## Online Sources

- <https://www.entrepreneur.com/article/330198>
- [http://elearning.nokomis.in/uploadeddocuments/Principles%20of%20Leadership/Chp\\_3%20Leadership%20Myths/PPT/03%20Leadership%20Myths.pdf](http://elearning.nokomis.in/uploadeddocuments/Principles%20of%20Leadership/Chp_3%20Leadership%20Myths/PPT/03%20Leadership%20Myths.pdf)
- <https://vdocument.in/myths-and-facts-about-leadership.html>
- <https://weaverbusinesscoaching.com/12-myths-about-leaders-and-leadership-you-should-not-believe/>

27

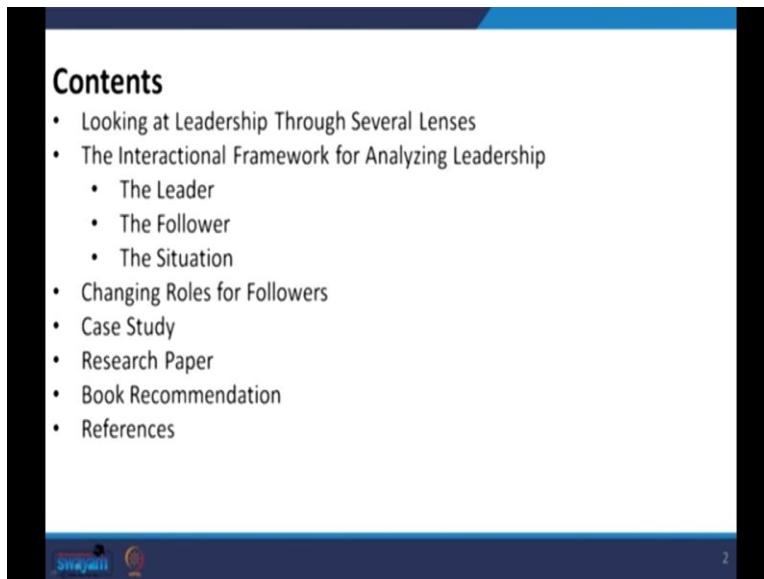
And for all these the literature which we are interacting with you are the references and the online sources. So, at the end, I will say that to becoming a successful leader. It is not the just do not go by the myths rather than understand the facts. And by understanding the facts, you can develop a very effective team and effective leadership. Thank you.

**Leadership and Team Effectiveness**  
**Prof. Santosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute Technology – Roorkee**

**Lecture – 04**  
**Interactional Framework for Analyzing Leadership**

In this session, we will talk about the interactional framework for analyzing the leadership, and therefore, you will find there are different parameters or dimensions because when you talk about the leadership, it does not depend only on the leader; it depends on so many other factors also. Furthermore therefore, in that case, we will be talking about the different dimensions, factors, or situations responsible. Moreover, we will say; after looking at leadership through several lenses.

**(Refer Slide Time: 00:59)**



The screenshot shows a presentation slide with a dark blue header and footer. The header contains the text 'Swasth' and a small icon. The footer contains the number '2'. The main content area is titled 'Contents' and lists the following topics:

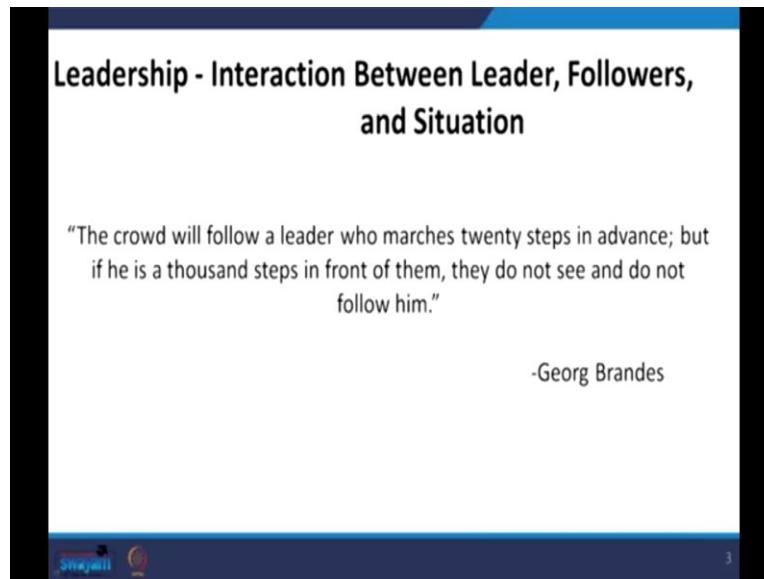
- Looking at Leadership Through Several Lenses
- The Interactional Framework for Analyzing Leadership
  - The Leader
  - The Follower
  - The Situation
- Changing Roles for Followers
- Case Study
- Research Paper
- Book Recommendation
- References

The interactional framework for analyzing leadership these 3 Interactional factors are essential: the leader, the follower and the situation. Moreover, changing the rules for the followers that are these followers also keep on changing, because the leadership is complete with the leaders and the followers also it will not be only through the leader and that is why nowadays much work is going on that is the how this leadership is working.

Now, this leadership interaction between the leader followers and the situation that what we will talk about is the crowd will follow a leader who marches 20 steps in advance because the

primary condition is of the visionary and when we are talking about that is a visionary leadership is there then of course in that case he has to be ahead.

**(Refer Slide Time: 01:57)**



However, if he is 1000 steps in front of them, they do not see and do not follow him. Now a great point has been mentioned that is the how much he should be ahead of the vision, and now you see we are living in a particular situation of uncertainty and therefore, in that case, it becomes very, very important that is the weather we will be going through these particular parameters of the uncertainty. First and foremost is like we have seen this pandemic situation, and therefore if you are planning, then how many steps you should be ahead of. So therefore, in that case, there is the studying only the leaders.

**(Refer Slide Time: 02:40)**

## Looking at Leadership Through Several Lenses

- Studying **only leaders** provides just a partial view of the leadership process.
- Leadership depends on several factors, **including the situation and the followers**, not just the leader's qualities.
- Leadership is more than just the **kind of person** the leader is or the **things** the leader **does**.



Image Source: <https://vaconsultants.co.uk/wp-content/uploads/2019/04/Looking-through-a-lens-1024x648.jpg>

That will provide just a partial view of the leadership process. Moreover, in that case, it becomes in isolation, it is not in the way of that it will be combined one and if we are not working and including the situation in the followers that is why as I mentioned earlier that when we see this leadership through several lenses and in this several lenses the situation and the followers are to be the part of this particular leadership process.

Furthermore, whenever a leader frequently understands the situation, he will become more successful. Leadership is more than just the kind of person he/she is or the things the leader does. So, therefore, in that case, it is not just the leader's personality only. It is much more than that, and also, whatever the leader does, it is much beyond that; what is it beyond that?

The most precise picture of the leadership process occurs only when you use all three lenses to understand it. So, it is a combination of the leader, follower and the situation. Whenever you have all three lenses and not the single one, you become the more successful leader. Now first, I will like to take about the leader.

**(Refer Slide Time: 04:10)**

## The Interactional Framework for Analyzing Leadership

- The framework depicts leadership as a function of three elements—
- the leader,
- the followers, and
- the situation.



Image Source: (Hughes, Ginnett, & Curphy, 2015)

The leader's personality is what type of personality a leader is now; another model is called a personal to job fit Illinois model. So, leadership must fit with the personality leadership style and, therefore, whatever personality is required. Again, I would like to mention that personality is related to the job. Job fit is essential for what type of leadership the person is.

So, if a person is a leader for these paintings, then he should be then the arts and paintings but if the leader is for the organization then definitely in that case he has to be more, more dominance we cannot make in isolation and therefore he has to go for this personality matching with the job. Second is the position, now whatever position junior-level position, middle-level positions, senior-level position like I always give the example of immediate supervisor because he is the backbone.

So, vision is created at top management, but the implication is essential, and the frontline supervisor will do an implication. So that position is also becoming equally important. The expertise of the leader there is what sort of the expertise the leader is, and many times you find the person has started the leadership with the one expertise and he answered another expertise.

Furthermore, many times it is a positive because it reflects flexibility. As far as the followers are concerned, followers value systems now you see there is a trust, trust is a value system and therefore whether the follower is having the trust with the leader if the follower is having the

trust with the leader then definitely in that case leadership will be more contributing. What are the norms? The rules regulations followed by the follows are there.

Moreover, if it is followed, he will understand that particular part. |Now does the situation is that is whether it is favourable situations or unfavourable situations.

**(Refer Slide Time: 06:15)**

The slide has a dark blue header bar with the title 'The Interactional Framework for Analyzing Leadership (Cont.)'. Below the title is a white content area with a black border. At the bottom of the slide is a dark blue footer bar with the 'Sway' logo and a small number '6'.

- A particular leadership situation scenario can be examined using each level of analysis separately.
  - Examining interactions in the area of overlaps can lead to better understanding.
- Leadership is the result of complex interactions among the leader, the followers, and the situation.

Here I would like to take this particular analyzing leadership with the help of our previous diagram, and there is a particular leadership situation scenario to be examined using each level of analysis separately it is the examining the interactions in the area of overlaps on can lead to the better understanding and therefore, in that case, it is always whatever these overlaps are there that overlaps when they are making the standard circle.

Moreover, if a standard circle is there, there will be wider the familiar circle better will be the leader. So, leadership results from the complex interactions among the leader, follower, and situation. Now here also, I would like to mention that a leader can handle the situation and create the situation; this is very important in the situations created.

Because if there is an unfavourable situation, the leader has to create a favourable situation. Whenever he creates that favourable situation, the leadership will be more influential. To become the more influential leader, the leader has his personality followed by his roles and

norms. Moreover, therefore, in that case, it is what a leader can change, and the leader can change the situation.

Now how a leader can change that particular situation in the case of the leadership aspects of the leadership equation whenever we are talking about there is in a given condition that is the situation whether he can go for that leading aspect of the leadership equation if it can go by that aspect of the leadership equation on the basis on that is the what type of interest does he have.

**(Refer Slide Time: 08:00)**

The slide has a dark blue header bar with the title 'The Leader' in white. Below the title is a white content area containing a bulleted list. At the bottom of the slide is a dark blue footer bar with the 'Swasthi' logo and a small number '7'.

- Individual aspects of the leadership equation:
- Unique personal history
  - Interests
  - Character traits
  - Motivation
- Effective leaders differ from their followers , and from ineffective leaders on elements such as:
  - Personality traits, cognitive abilities
  - Skills, values
- Another way personality can affect leadership is through temperament.

That is a personality, and naturally, the leaders who are having the interest in the commitment to the organizations and getting the job done then definitely that will be more effective the character traits of the particular leader what type of the traits is having the motivation level of that level highly motivation, high motivation, high results will be there. So therefore, in that case, the influential leaders are making these different from the followers in the case of the personality traits, and cognitive abilities, the skills and the values are there.

Now, what type of cognitive abilities are their decisions making skills? If it is having the proper decision-making skill, he is doing better. Another way personally can affect leadership is through temperament; what type of temperament? Now attitude like is an elementary example is that is this temperament depends on three factors: heredity, environment, and situation. So, therefore if the temperament is as per the demand of the situation. Then definitely the leader will be more

and more successful. The leaders appointed by the superiors may hold less credibility and may get less loyalty.

(Refer Slide Time: 09:12)

The slide has a dark blue header bar with the title 'The Leader (Cont.)'. The main content area is white with black text. A dark vertical bar runs along the right side. At the bottom, there is a dark blue footer bar with the 'Swayam' logo and a small number '8'.

**The Leader (Cont.)**

- Leaders appointed by superiors may have less credibility and may get less loyalty.
- Leaders elected or emerging by consensus from ranks of followers are seen as more effective.
- A leader's experience or history in a particular organization is usually important to her or his effectiveness.
- The extent of follower participation in leader's selection may affect a leader's legitimacy.

So, many times like you see there is a boss when we say the boss and the people are having the hilarious comments about the term boss is there why? Because the superiors have appointed him is there but when the boss is elected or emerging by the consciences from the ranks of followers are seen as the more effective is there. Therefore, in that case, it becomes essential that the forcefully placed leadership is not by force multipliers; it is not the manager, it is not the organizational position; it is an influential position.

Furthermore, therefore his experience or history in a particular organization is quickly essential to his or her effectiveness. Now you see impression management. The particular leader creates impression management in the organization so that people know if you are working in an organization for 5 to 10 years people know that leader know you there is what type of decisions you will take.

Moreover, the extent of follower participation in leader selection may affect a leader's legitimacy. Now you see that it is a very common process nowadays and everywhere the followers are consulted. So, whenever a new person is to be appointed, then definitely in that

case the opening of followers that is becoming very important now in the specific aspects of the followers affect the leadership process that is the, it means that the followers select the leaders.

So, therefore you are to see what type of followers are there because (FL) that type of the people is there they will select the king accordingly. So therefore, in that case, it is the expectations; what are the expectations?

**(Refer Slide Time: 11:02)**

The Followers

- Certain aspects of followers affect the leadership process:
  - Expectations
  - Personality traits
  - Maturity levels
  - Levels of competence
  - Motivation
- Workers who **share a leader's goals and values** will be more motivated to do their work.

So, if the followers' expectations are that is our leader should be task-oriented, they will select a task-oriented when then also the followers the personality traits, what type of personality trait is there? If the followers are sincere, hardworking, organizational, engaged, and committed, they will select a leader who reflects those traits. Moreover, there has always to be an understanding between the leader and the follower.

Moreover, that is maturity levels are there. Moreover, according to the maturity levels, the followers will select their leaders and the type of competence. There are technical skills, interpersonal skills, conceptual skills, analytical skills, and designing skills. If these skills are there, they will be able to perform similarly to what type of motivation the followers have.

The workers who share a leader's goals and values will be more motivated. So, they have a common goal and values that is becoming a very, very important part of the diagram, which I

have shared with you earlier and then in that case you find that is a norms values but the norms and values are to be common and shared by the leader and the follower. In the case of the number of followers now in the management, it is told that 5 to 7 numbers of the subordinates are the followers that will be very important.

**(Refer Slide Time: 12:30)**

### The Followers (Continued)

- The number of followers reporting to a leader can have significant implications.
- Other relevant variables include:
  - Follower's trust in the leader.
  - Follower's confidence or lack thereof in leader's interest in their well-being.



Image Source: <https://vivente.com.au/wp-content/uploads/2014/04/followership.png>

The number of followers reporting to a leader can have significant implications. For example, if there are 5 to 7, which is a significant number, then definitely the leader will be able to perform in a better way, but when the number of followers is the 20, 25 then how you will control and therefore it becomes essential what number of followers you are having. Followers trust the leader's value system, and the value system is that norms system is that.

Trust in the leaders is there or follows confidence or lack thereof in the leader's interest in their well-being. So, if happiness in the leader is concerned with the happiness of the followers, then definitely, in that case, it will affect the followers. Moreover, whenever the leader's decision-making style is to make these followers very, very confident the contributor to the organization, he is concerned with the well-being of the employees.

**(Refer Slide Time: 13:34)**

- Leadership/followership Möbius strip wherein the two concepts merge, just as leadership and followership can become indistinguishable in organizations

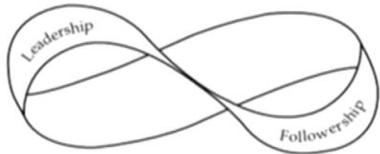


Fig- The Leadership/ Followership Möbius Strip

Image Source: (Hughes, Ginnett, & Curphy, 2015)

11

Here in this diagram, the leadership follower Mobius strips you will find. In this Mobius Strip, followers were in the two concepts: justice leadership and followership and then you find the interaction can become indistinguishable in the organizations. So, even though it has a different strip, what is essential in it; it is tough to identify from where the leadership starts, where the followership starts; they are different.

However, it looks like the same it is one and therefore in that case in this trip you will find like here if there is a change in the direction then definitely you will find that is the role of the leaders and followers that is becoming very important. To understand this strip, leaders and followers must be working together in a given situation. The leaders and followers are working together; effective leadership is there.

Similarly, whenever effective leadership is there in this strip, we will find that the third factor to be considered in the leading case is organizational culture. The organization culture should create this type of strip, and whenever the organization culture creates this type of strip, it becomes very important. Now it is the matching.

So, the personality is the value system that is interactions interpersonal relationships between the follower and leaders that will make this strip more or more unicolour. In the case of the

followers, if they have the different roles down, the changing roles of the followers will be there in a period after dynamic change increased pressure to function with the reduced resources.

(Refer Slide Time: 15:21)

The slide has a dark blue header bar with the title 'Changing Roles for Followers' in white. Below the title is a white content area containing a bulleted list of points. At the bottom of the slide is a dark blue footer bar with the text 'Swayam' and a logo on the left, and the number '12' on the right.

- The leader-follower relationship is in a period of **dynamic change**.
  - Increased pressure to function with reduced resources.
  - Trend toward greater power sharing and decentralized authority in organizations.
  - Increase in complex problems and rapid changes.
- Followers can become much more proactive in their stance toward organizational problems.
- Followers can become better skilled at " influencing upward , " flexible and open to opportunities .

So, whatever the resources are now, the man, machine, material, money, method and minute 6 M's are there, six resources are there. So, therefore in a crisis, there will be a reduction will be there and the trend towards greater power-sharing will be their authority in the organization. If they step up there, they will be the problem followers will be having the much more proactive in their strips towards the organizational problems.

So, therefore we leaders should be ever to solve this complex problem and rapid changes. Now as we see that this era is a technological era and in the technological era there will be the rapid changes will be there and when there is a rapid change is there, and what followers can become they can be, they have to be skilled and influencing upward flexible and open to opportunities.

So that is change management in the case of the follower's role because of the change of the technology, change of the business environment practices it is very, very important that is there having the, making the positive attitude and approach towards the influencing the change influencing upwards and that influencing upward is making the change more and more positive and effective.

(Refer Slide Time: 16:46)

## The Situation

- Leadership often makes sense only in the context of how the leader and followers interact in a given situation.
- The situation may be the most ambiguous aspect of the leadership framework.



Image Source: [https://www.researchgate.net/publication/286969346\\_Leadership\\_Practice\\_Structures\\_in\\_Reg](https://www.researchgate.net/publication/286969346_Leadership_Practice_Structures_in_Reg)  
Primary Schools Involved in Inclusive Education Reform in Bangladesh

13

Now the third factor after this leader-follower and the third factor is the leadership situation often makes sense only in the context of how the leader and followers interact in a given situation. This is always very, very important that is in the case of this context that is how they are having that trust mutual respect understanding regards and the competency and if these whenever leadership which is always held this in a given changing situation.

If they can perform, then leaders without any getting these types of the complexity of the leadership framework are there and therefore in that case that there should not be in this most ambiguous aspect of the leadership framework, it is very, very important that is the leader can understand the situation. If the leader understands the situation and then accordingly changes his leadership style, we will also talk about this in the further sessions.

In a given situation, contingency theories are the contemporary theories of leadership, which talk about this particular pyramid. Moreover, in the pyramid, you will find the interaction level between the leader and the followers. So, leaders create an environment in the interactions where the follower innovations and creative contributions are welcome.

**(Refer Slide Time: 18:12)**

### **Leader-Follower-Situation Interactions**

- Leaders **create environments** where **follower's innovations** and **creative contributions** are welcome.
- Leaders **encourage growth** and **development** in their followers beyond the scope of the job.
- Leaders are generally **more interested** in the **big picture** of followers' work than managers.
- Leaders **motivate** followers through more **personal** and **intangible factors**.
- Leaders **redefine the parameters** of **tasks** and **responsibilities**.

So, dear friends, it becomes very, very important innovative ideas. The followers should come out with the solution to the problems leader has given a vision, followers have to follow, but if the followers come out with the problems, it will be challenging. Leaders encourage growth and development in their followers' views and the scope of the job. So, they always try to see the potential amongst the followers; they are more interested in the big picture of followers' work than managers are there.

So, managers are restricted to what is to be done, and whether you are performing or not, it is just like a performance appraisal, but the leaders are concerned with the potential appraisal that is what type of ability the followers have, leaders motivate followers through more personal and intangible factors are there. So, the cognitive ability of the leader should be powerful. If the cognitive ability of the leader is vital, then intangible factors that will be highly contributing. Then leaders redefine the parameters of tasks and responsibilities.

Often, the one theory is there that is a leader-member exchange theory, and then, in that case, you will find it is a task and responsibility. If somebody has given specific tasks he cannot do, what does he have to do? The leader has to change the person's responsibility from X to Y. Managers are always more likely to emphasize routinization and control of followers' behaviour.  
**(Refer Slide Time: 19:46)**

### Manager-Follower-Situation Interactions

- Managers are more likely to emphasize routinization and control of follower's behavior.
- Managers tend to assess followers' performance in terms of explicit, fairly specific job descriptions.
- Managers motivate followers more with extrinsic , even contractual consequences.
- Managers tend to accept the definitions of situations presented to them. Managers are likely to affect change officially , through control tactics.

So therefore, in that case, the manager's focus is narrow. Their focus is to achieve the given targets only, not beyond that, and managers tend to assess following performance in terms of the explicit. So that intangible factors that cognitive ability of the leaders are not more reflected in the managers because the managers are having only in terms of explicit fairly specific the job descriptions.

While the managers motivate followers more with the extrinsic even contractual consequences, in that case, that intrinsic motivation level to raise it to level the leaders are required because managers are restricted only to given consequences to be achieved. Managers tend to accept the definitions of situations presented to them in a given situation to affect the change officially through control tactics.

Furthermore, when we talk about the control tactics immediately, it is becoming more formal, and in the control tactics, it becomes more towards getting the job done with the positioning power and not by the knowledge power. So, based on there in a given situation how to behave that that experience that the rare behaviour in another situation is there. So, in a given situation, your style will be applicable as soon as the situation changes; your other style will be there.

**(Refer Slide Time: 21:26)**

## Drawing Lessons From Experience

- The right behavior in one situation is not necessarily the right behavior in another situation.
- Though unable to agree on the one best behavior in a given situation, agreement can exist on some clearly inappropriate behaviors.
- Saying that the right behavior for a leader depends on the situation differs from saying it does not matter what the leader does.



Source: <https://thumbs.dreamstime.com/b/experience-learning-exposure-drawing-icon-concept-72713210.jpg>

16

I want to give examples of managers who are not successful even when they change the organization in the previous organization they are very much successful; why? Because they are not to change the leadership style as per the change in the situation through unable to agree on the one best behaviour in a given situation, the agreement can exist on some inappropriate behaviours.

So, therefore in that case, when we are talking about effective leadership, effective leadership is appropriate behaviour. If you have the proper behaviour in a given situation, you will be more and more successful; that saying that the behaviour for a leader depends on the situation differs from saying it does not matter what the leader does. Moreover, many leaders complain that a defect in their leadership is not getting the result.

Because this is a point where as soon as the situation changes, they do not live what they are doing, they are does that remain the same? Moreover, it is not easy to get the results in the changing scenario if it remains the same. So, what does it mean? So, we can summarize that leadership involves dynamic interaction between the leaders and followers in a particular situation. Why, what is the dynamic interaction? Because it changes. Whether as soon as there is a change, there has to be the change into the leadership whether the changes of the followers are of the situation study of leadership must include the followers and the situation.

**(Refer Slide Time: 23:07)**

## Summary

- Leadership involves **dynamic interaction** between leaders and followers in a particular **situation**.
- Study of leadership **must include the followers and the situation**.
- The **interactive nature** of leader-followers-situation can help us better understand
  - The changing nature of the leader-follower relationship.
  - The increasingly greater complexity of situations leaders and followers face.
- Good leadership can be enhanced by greater awareness of factors influencing the leadership process.

Otherwise, what will happen here when we discuss this subject of the leadership styles? You are to learn all leadership styles but adopt one according to the best situations. The interactive nature of the leader-follower situation can help us better understand the changing nature of the leader follower relationship. So, like somebody who is very expert in the textile industry.

Moreover, when suppose he join the aviation industry, he must make the changes. The increasingly the greater complexity of the situation leaders and followers face, this change is complex and must be learned. So, good relationships can be enhanced by greater awareness of the factors influencing the leadership process. What are those factors? Followers and situations.

Moreover, if you understand the changing scenario and then adopt the appropriate leadership style, then leadership will be successful. Here I would like to take one case study; it is the nation's fourth-largest employer, United Parcel Service, with 357000 employees worldwide.

**(Refer Slide Time: 24:26)**

### **Case Study:**

- UPS (United Parcel Service) is the nation's fourth-largest employer with 357,000 employees worldwide and operations in more than 200 countries.
- Jovita Carranza joined UPS in 1976 as a part-time clerk in Los Angeles. Carranza demonstrated a strong work ethic and a commitment to UPS, and UPS rewarded her with opportunities—opportunities Carranza was not shy about taking advantage of.
- By 1985 Carranza was the workforce planning manager in metropolitan Los Angeles. By 1987 she was district human resources manager based in Central Texas. By 1990 she had accepted a move to district human resources manager in Illinois. She received her first operations assignment, as division manager for hub, package, and feeder operations, in Illinois in 1991. Two years later, she said yes to becoming district operations manager in Miami. In 1996 she accepted the same role in Wisconsin.



18

Furthermore, operations are in more than 200 countries is there, and in this case study, you will find that Jovita Carranza joined UPS in 1976. A part-time clerk in the Los Angeles, Carranza demonstrated a strong work ethic and commitment to United Parcel Service, and united parcel service rewarded her with the opportunities Carranza was not shy about taking advantage of.

Furthermore, therefore, in that case, whatever opportunities she was getting, then she was saying yes to those opportunities. By 1985 Teresa was the workforce planning manager in metropolitan Los Angeles in 1987. She was district human resource manager; now you see the carrier, then she has become the district human resource manager in Central Texas by 1990 accepted the motor district human resource manager in Illinois. She received her first operations assignment as division manager for hub, package and feeder operations in Illinois in 1991.

**(Refer Slide Time: 25:31)**

### **Case Study:**

- By 1999 Carranza's progressive successes led UPS to promote her to president of the Americas Region. From there she moved into her current position as vice president of UPS Air Operations, based in Louisville, Kentucky.
- Carranza attributes much of her success to her eagerness to take on new challenges.
- After nearly 30 years with UPS, Carranza says teamwork, interaction, and staff development are the achievements of which she is proudest: "Because that takes focus, determination, and sincerity to perpetuate the UPS culture and enhance it through people."
- Carranza's corporate achievements, determination, drive, innovation, and leadership in business have earned her the distinction of being named *Hispanic Business Magazine's Woman of the Year*.

Two years later, she said yes to becoming a district officer. Moreover, in 1999, she became the progressive successful led UPS to promote her to President of the Americas region. So, from 1985 to 1999, her journey was their opportunities; she is said yes to those opportunities. Moreover, you must have noticed that she has gone to different locations. She moved into her current position as vice president of the UPS Air Operations based in Louisville and Kentucky.

Carranza attributes much of her success to her eagerness to take on new challenges. Now you see that we in the organization sometimes the people have a different academic background or skill background, but they have been shifted to the new and what she has done, she is accepted after the nearly 30 years with UPS Carranza says teamwork interaction and self-development are the achievements of which she is proudest.

Because it takes focus, determination and sincerity to perpetuate the UPS culture and enhance it through the people is there. So, perpetuating that particular, this culture is becoming very, very important. Carranza's corporate achievements drive innovation and leadership in business, and her distinction of being named a Hispanic Business Magazine's Woman of the Year was her achievement. Furthermore, the value systems she has talked about, determination and sincerity is there and always that whenever she has taken any assignment, she has given her 100%.

**(Refer Slide Time: 27:15)**

### **Case Study:**

- She credits her parents, both of Mexican descent, with teaching her “the importance of being committed, of working hard, and doing so with a positive outlook”—principles she says continue to guide her personal and professional life.

#### **Questions-**

1. What are the major skills Jovita Carranza has demonstrated in her career at UPS that have made her a successful leader?
2. Consider the spiral of experience that Jovita Carranza has traveled. How has her experience affected her ability as a leader?
3. Do you think Jovita Carranza’s performance and rise in UPS would have been similarly impressive if she worked in the corporate sector rather than the government?



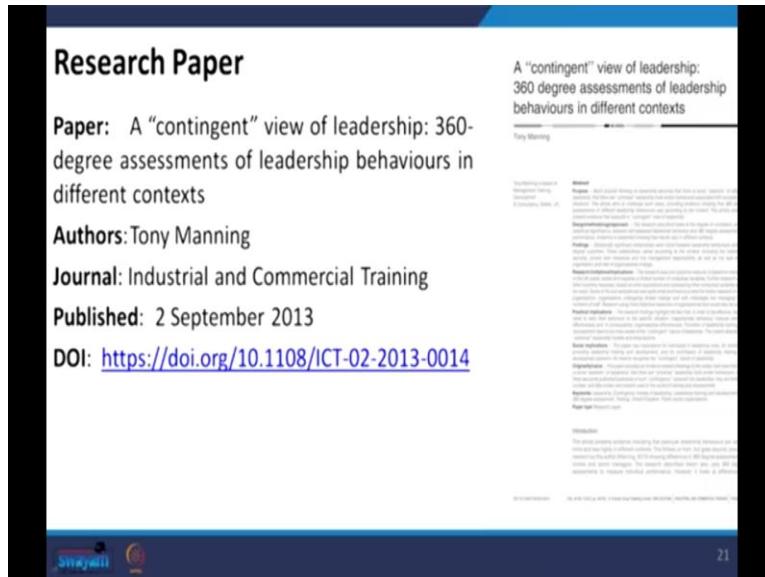
20

She credits her parents, both of Mexican descent, with teaching her the importance of being committed to working hard and doing so with a positive outlook. Principles, she says, continue to guide her personal and professional life. Furthermore, in a case like this, she has become successful. Now here there are some questions you can think of, and I am taken an assignment, what are the important skills Jovita Carranza has demonstrated in her carrier at UPS that made her a successful leader.

Moreover, in that case, those values and norms that flexibility and the change which she has been accepted that is becoming her important parameters consider the spiral of experience that Jovita Carranza has travelled, how are her expenses affected her ability as a leader and therefore in that case you also have to think that is the what were the parameters despite so many changes that are. However, it is the upgrading it was upward.

Influencing upward, she is adopted. Do you think Jovita Carranza's performance and rise in the UPS would help similarly impress you? If she worked in the corporate sector rather than the government is there and therefore in that case again in India we talk a lot about public sector units in the private sector units, and therefore we talk about the organizational cultures and whether the person in the public sector will be successful in the private sector that you have to think of.

**(Refer Slide Time: 28:37)**



Here I would also like to mention a research paper a contingent view of leadership 360-degree assessment of leadership behaviour in a different context. This paper is the authors is a Tony Manning journal industrial and commitment training published in September 2013. Moreover, in this particular paper, what were the situations view of the leadership, if the situation view of the leadership in a given situation that there is some essence of effectual leadership. There are universal leadership traits and our behaviours associated with success in all situations, irrespective of any country; in this article, I want to challenge such views.

**(Refer Slide Time: 29:17)**

**Purpose**

Much popular thinking on leadership assumes that there is some "essence" of effective leadership, that there are "universal" leadership traits and/or behaviours associated with success in all situations. This article aims to challenge such views, providing evidence showing that 360-degree assessments of different leadership behaviours vary according to the context. This article seeks to present evidence that supports a "contingent" view of leadership.

**Design/Methodology/Approach**

The research described looks at the degree of correlation, and its statistical significance, between self-assessed leadership behaviour and 360-degree assessments of performance. Evidence is presented showing that results vary in different contexts.

Providing evidence showing that 360-degree assessment of different leadership behaviours varies according to the context. This article seeks to present evidence that supports a contingent view of

the leadership is there that is a situational view of the leadership is there. If there is at that particular situation view of the leadership, if it is becoming very effective, then definitely in that case you will find that is there will be the changing into the leadership styles.

Furthermore, in the leadership styles it will be that is the approach will be for doing this type of research which has been adopted in this paper is the degree of the correlation and statistical significance between the sale process leadership behaviour and the 360-degree assessment of performance evidence is presented showing that results vary in a different context. So therefore, in that case, that is that the leader-follower relationship with the contextual with the change in the context, the relationship between the leader followers will change.

And not only these; the overall leadership that overall leadership because of the 360-degree assessment of the performance will change. So, what is the finding of this particular research?

**(Refer Slide Time: 30:39)**

The slide has a blue header bar with the title 'Findings' and a blue footer bar with the text 'Shayali' and '23'. The main content area is white with black text.

**Findings**

- Statistically significant relationships were found between leadership behaviours and 360-degree outcomes. These relationships varied according to the context, including the individual's seniority, control over resources and line management responsibility, as well as the size of the organisation and rate of organisational change.

**Practical implications**

- The research findings highlight the fact that, in order to be effective, leaders need to tailor their behaviour to the specific situation. Inappropriate behaviour reduces personal effectiveness and, in consequence, organisational effectiveness. Providers of leadership training and development need to be more aware of the "contingent" nature of leadership. This means abandoning "universal" leadership models and prescriptions.

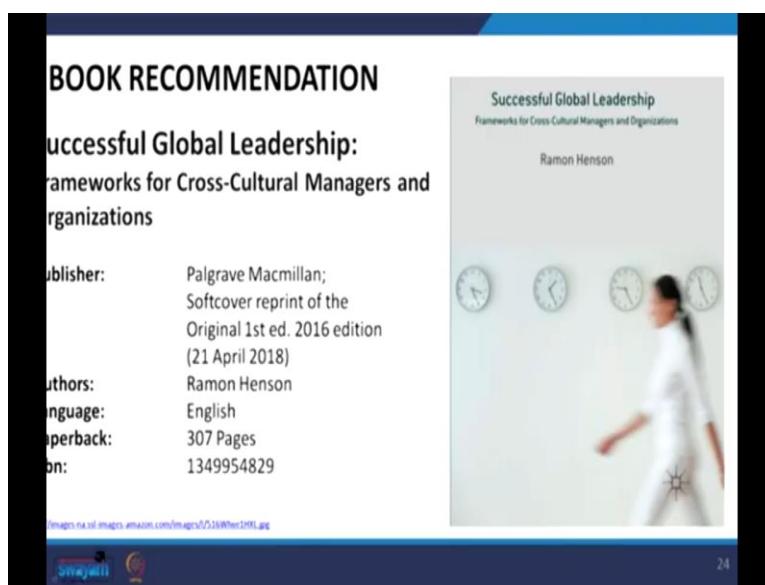
Statistically significant relationships were formed between leadership behaviours and 360-degree outcomes. These relationships vary according to the context, including seniority control over resources and line management responsibility. Now you see the person, a person makes much difference and therefore when we are talking about the individual securities, it is definitely what type of experience and competency he or she has.

Furthermore, what type of the control over resources man-machine, material, money, methods, minutes and that is the line management responsibility is having the whether fulfilment or not that needs to be checked. So, the research finding highlights that in order to be effective, leaders need to tailor their behaviour to the specific situation. Consequent inappropriate behaviour naturally reduces personal effectiveness and, consequently, organizational effectiveness.

Providers of leadership training and development need to be more aware of the leadership's contingent nature, which means abandoning universal leadership models and the prescriptions are there. Moreover, therefore, in that case, the leader's appropriate behaviour will motivate the followers, and in a given organization or a given situation, that leadership that has the appropriate behaviour will be more successful.

Successful global leadership will be a framework for cross-cultural managers in organizations. This particular book is successful global leadership which you can refer authors are Ramon Henson in language English in this particular book.

**(Refer Slide Time: 32:19)**



Moreover, therefore, you will find that he is the when you are working globally. So, naturally, you are interacting with the different cross-cultural managers and different organizations how you can become more and more successful in such type of these organization Global Leadership

organizations and because as I was mentioning about the inappropriate behaviour and the appropriate behaviour.

Whenever we are talking about the appropriate behaviour, you have to see whether you have that particular norm to perform global leadership or not. Moreover, therefore, in that case, it becomes vital that has the situation changes, and they are the followers are changes, you have to be equally effective—enhancing the lessons of the experiences there.

(Refer Slide Time: 33:12)

**Book Recommendation**

**LEADERSHIP: Enhancing the Lessons Of Experience (Eighth Edition)**

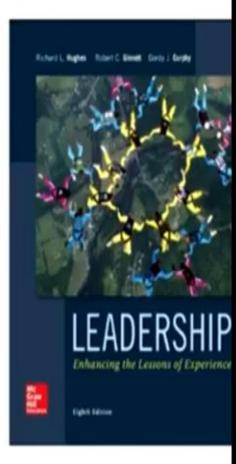
<p><b>Edited By:</b> Andrea Heirendt</p> <p><b>Publisher:</b> ©2015 by McGraw-Hill Education</p> <p><b>Authors:</b> Richard L. Hughes, Robert C. Ginnett, Gordon J. Curphy</p> <p><b>Language:</b> English</p> <p><b>Paperback:</b> 753 Pages</p> <p><b>ISBN:</b> 978-0-07-786240-4</p> <p><b>MHID:</b> 0-07-786240-6</p>	
---	---

Image Source: <https://www.amazon.in/Leadership-Enhancing-Experience-Richard-Hughes/dp/0078112656/>

Moreover, therefore, here you will find that is in this book, there will be a lot of the experiences that the different leaders have shared, and that based on their experiences, you can find out that is in a given. After all, now we are also to learn there is a given situation in a given situation how we should have all the different appropriate behaviour because we should have the appropriate behaviour.

Nevertheless, whether the appropriate behaviour how to learn and how to implement and therefore specific examples are given in this experience sharing and based on these experience sharing in this book, it is becoming very important that is we can develop that particular effectiveness in the experiences of this book. Ultimately, it is becoming essential that the leadership is not solely responsible for the leader.

So, it depends on the followers and this situation. My suggestion is that we can learn from the different books and sources, but the best learning is that self-learning is the self experiences. Moreover, once you have this knowledge and given that is as the followers are changes, as the situations change, then leadership has to change. However, what is essential is that you will learn how the leader should behave in a given situation through these courses.

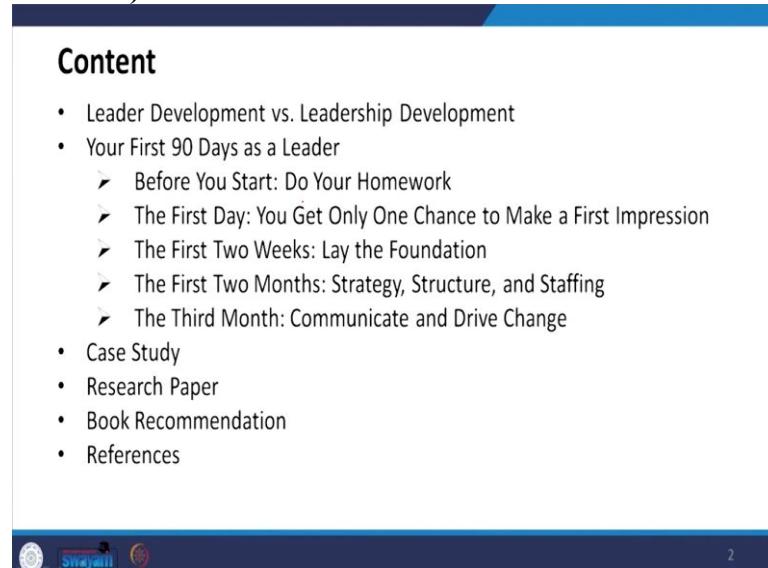
A simple example is when you are changing from one nature of the industry to another; it becomes essential to make that change. So, one may be skill industry, highly skill industry there then definitely you will be performing and the basis of that particular organizational aspect. So, it becomes essential that is the please understand different situations and the work differently. So, this way, we can understand these leaders, followers, and situation models. Thank you.

**Leadership and Team Effectiveness**  
**Prof. Santosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology, Roorkee**

**Lecture – 05**  
**Leadership Development: The First 90 Days as a Leader**

Earlier we have seen that is the how the leaders' role is becoming very, very important with the different dimensions is there. In this particular presentation, we will see that is what is the first role of a leader as a first in 90 days. And before you start to do your homework, the first day do you get only one chance to make a first impression and the first 2 weeks led the foundation, the first 2 months strategy structure and staffing.

**(Refer Slide Time: 00:52)**



**Content**

- Leader Development vs. Leadership Development
- Your First 90 Days as a Leader
  - Before You Start: Do Your Homework
  - The First Day: You Get Only One Chance to Make a First Impression
  - The First Two Weeks: Lay the Foundation
  - The First Two Months: Strategy, Structure, and Staffing
  - The Third Month: Communicate and Drive Change
- Case Study
- Research Paper
- Book Recommendation
- References

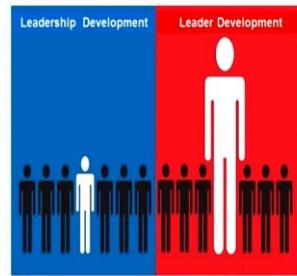
The third month communicate and drive change then the edges were in the case study research paper book recommendations and the references.

**(Refer Slide Time: 00:59)**

## Leader Development vs. Leadership Development

**Leader Development :** Facilitate Growth in Individual's perspective, knowledge, skills and abilities (Human Capital).

**Leadership Development :** Developing such as the degree of trust among all the members of a team or department, or on enhancing the reward systems in an organization to better encourage collaborative behavior. It is focused on promoting networked relationships among individuals in Organisation (Social Capital).



(Day, 2000)

Image Source: <http://www.pts.net.au/leader-vs-leadership-development-does-it-really-matter/>

Now, whenever we are talking about leader development versus leadership development is there. So, it becomes the person whenever we are saying about the leader development. So, it is a person or individual development is there, whenever we are talking about the leadership development, then in that case, we are talking about the complete process, and in the complete process, it becomes important.

That is the whether the right from the beginning to the end the leader has been able to develop or not and in this case, the leader development that facilitates the growth in individuals perspective, knowledge, skills and abilities that are the human capital is there. Now, here you see that is the leadership development and the leadership development is there and you can find out that is the, it is the how that is the from the leaders' development.

That is becoming much bigger is compared to the leadership development is there. So, individuals that knowledge's, skills and abilities human capital KSA that is becoming very, very important is there. Development such as a degree of trust among all the members of a team or department or on enhancing the reward system in an organization to better encourage collaborative behavior.

It is focused on promoting network relationships among the individuals in the organization social capital is there. So, therefore, in that case, it is the however you are having that interaction with the society and here it is very, very important that when you are developing as a leader then the role of your society becomes very, very important. In the sense that whenever you are talking about leadership development, then it becomes very very important

that is the whole process is getting developed. So, people often find moving into a new leadership position to be a highly stressful work experience.

**(Refer Slide Time: 02:58)**

### Your First 90 Days as a Leader

- People often find moving into a new leadership position to be a highly stressful work experience.
- These promotions involve relocations, working for new organizations and bosses, leading new teams, and being responsible for products or services that may be outside their immediate areas of expertise.
- The first three months give leaders unique opportunities to make smooth transitions, paint compelling pictures of the future, and drive organizational change, far too many new leaders stumble during this critical time period.
- This is unfortunate—these early activities often are instrumental to a leader's future success or failure.

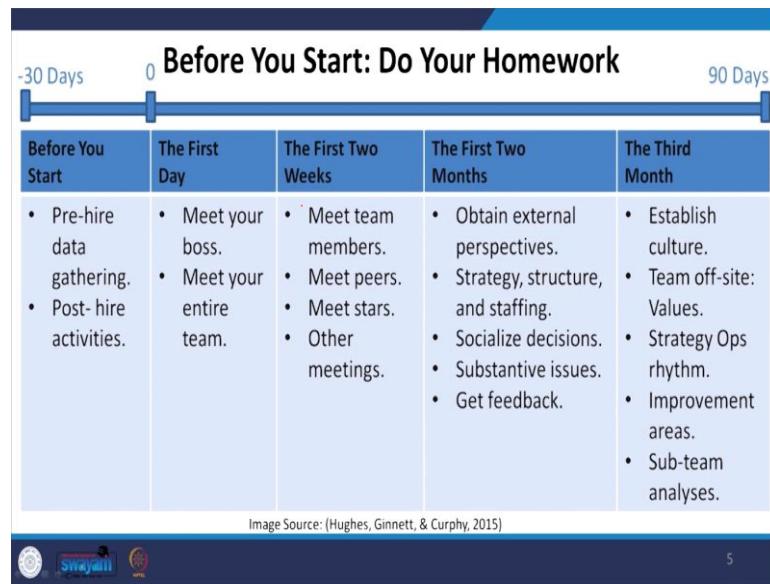


4

Because in the beginning, everything is changing, the followers change, the situation is changing, and that totally the organization culture has changed. So, the first few days were highly stressful work experiences there. These promotions involve relocations, working for the new organizations and bosses, leading new teams, and being responsible for the products or services that may be outside their immediate area of expertise.

These might be the challenges. The first 3 months give leaders unique opportunities to make smooth transitions, paint compelling pictures of the future and drive organizational change. So, what you are supposed to do that is a smooth transition is to be there and that future, what is your vision, what you want to do and then drive the organization and those early activities often are instrumental to a leader's future success or failure. So, in the first 2 weeks only, you will find that it will be decided that is the leader will be successful or not. So, the first step before you start to do your homework.

**(Refer Slide Time: 04:09)**



Pre-hire data gathering and therefore in that case, before you join that is you start please collect the all the data and the post-hire activities that what is expected from you. So, therefore, for hiring what data is required that you should be clear for this particular leadership position and the post-hiring position will be that is what you are having after this particular before you start.

On the first day meet your boss meet your entire team. So, therefore the interactions, the first 2 weeks my team members meet peers, meet stars and other meetings are there. The first 2 months obtain external perspective, strategic structure, and staffing, socialized the decisions, substantive issues, and get feedback. The third month establish the culture, team off-site values, strategy ops rhythm, improvement areas, and sub-team analyses is there.

So, therefore, whenever you are starting so, you are first getting updated yourself, your homework is updated and when your homework is updated, then definitely and you are very clear what activities you are going to plan, but you cannot plan in isolation, what you have to do? You have to meet your boss and get permission for what activities you are planning to believe about it and then get the guidance.

The boss may say something yes, may say something no. And therefore, in that case, you have to be very careful while you are delivering the activities because ultimately you are responsible for your boss. So, make team members because whatever advice you have got from your boss in your meeting and that has to be also shared that recent activities are to be shared with your team members.

So, when you meet your team members and peers then definitely, in that case, you will be able to get work done from them that is this is the vision, vision the about the organization, so that future activities that how these activities are to be performed and that you will talk about how you are going to do it. So, therefore in that case, before you start it is very, very important that is you do your homework.

**(Refer Slide Time: 06:25)**

### **Before You Start: Do Your Homework (Cont.)**

- In all likelihood people wanting to move into a leadership role with another organization have already done a considerable amount of preparation for the interview process.
- Candidates should have read as much as they can about the organization by reviewing its website, annual reports, press releases, and marketing literature.
- They should also use Facebook, LinkedIn, Plaxo, and other social networking sites to set up informational interviews with people inside the organization.



6

In all likelihood, people want to move into a leadership role with another organization. So, therefore in that case and is also very important, especially in the top position, what happens? You are moving from one organization to another organization and in another organization, you are already done a considerable amount of preparation for the interview process. Candidates should have read as much as they can about the organization by doing its websites, reports, press releases, and the marketing literature.

And therefore, in that case, you will be able to know about the organization it is always important that is before you take to enter into any organization you are fully aware of that organization and they should also use Facebook, LinkedIn, Plaxo, and other social networking sites to set up informational interviews with people inside the organization. So, therefore in that case that informational interviews will be there.

So, you will come to know about that organization, what is the structure what are the practices, what are the objectives, what are the goals are there and therefore, in that case, what becomes important is that is these goals object to these perspectives, whether and they

can come out with that expectations are not so, therefore, you come to know in advance the expectations from the organization where you are likely to adopt the leadership position.

**(Refer Slide Time: 07:56)**

### **Before You Start: Do Your Homework (Cont.)**

Find answers to the following questions:

- Why is the organization looking for an outside hire for the position?
- What can make the function or team to be led more effective?
- What is currently working in the function or team to be led?
- What is currently not working in the function or team to be led?
- What about the function or team is keeping interviewers awake at night?



Find answers to the following questions, why is an organization looking for an outside hire from the position. So, therefore, a very important question and very interesting question also is the weather why they are hiring from the outside is there nobody from the inside of the organization, and what can make the function or team to be led more effective. So, when you are having the informational data with you.

You will be able to adopt it in the current working in the function of a team to be led. So, what is the current situation is there, therefore, you know, that is what is currently there are issues which are causing the worry and the what is not working in the functional team to be led and what are the things on the stones which you are to move and therefore in that case if you know that is yes.

So, therefore, in that case, the interviewers awake at night. So, that is the, it becomes very important that is the if the functional team is keeping interviewers awake, then definitely they will be always ready that what is expected from them and whenever they are ready to perform that whatever is expected from them, then definitely there will be no gap between the leader and the team members. But if even there is a gap the leader will be able to bridge it because he is having the information.

**(Refer Slide Time: 09:22)**

## **The First Day: You Get Only One Chance to Make a First Impression**

New leaders have two critical tasks the first day on the job: to meet their new boss and their new team.

The first meeting should happen in the boss's office and be about an hour long. Here are some key topics to discuss in this meeting:

- Identifying the team's key objectives, metrics, and important projects.
- Understanding the boss's view of team strengths and weaknesses.
- Working through meeting schedules and communication styles. (How, when, and on what does the boss want to be kept informed?)



New Leaders, you get only one chance to make a first impression. So, 2 critical tasks on the first day on the job to meet their new boss in their new team. The first meeting should happen in the boss's office and be about an hour long. Here are some key topics to discuss in this meeting. So, therefore, in that case, you get the full directions, if you are getting the full direction in this particular meeting.

Identifying the team's key objectives then what are the key objectives are there. Normally 3, 4 and 5 maximum objectives will be there in which the leader is expected from the leader why he has been appointed, and the leader should be enough smart to understand these objectives. These metrics and important projects which he is to be expected to complete then you understand the boss view.

Your meeting schedules and communication styles. So, therefore, you are through this meeting also you will know your boss and what is his communication styles and sharing plans for the day and the next several weeks is there. So, you should be well prepared during the first impression, that is you are very clear about what you want to do, what are your objectives, what are your goals.

And at the end of first 6 months what you want to do or it means if it is for the short period of time in first 6 weeks or first 3 days what you will like to do and then weekly what you are monthly it will go in a year it will go so, depends on your the appointment for the period of appointment and it what type of the period of appointment you are having. So, new leaders should spend the first 2 weeks meeting with the many people who lay the foundation here.

**(Refer Slide Time: 10:55)**

## The First Two Weeks: Lay the Foundation

New leaders should spend the first two weeks meeting with many people both inside and outside the team. The key objectives for these meetings are to :

- 1) Learn as much as possible
- 2) Develop relationships



Image Source: <https://assets.entrepreneur.com/content/3x2/2000/4-tips-for-creating-a-firm-foundation-for-your-startup-2.jpg?width=600&crop=16:9>

Both inside and outside the team, the key objectives for these meetings that whenever you are having with these people from these different departments or sections or them even from the suppliers, so, learn as much as possible. Whenever you are interacting with the team members, let them speak more understand what they want to say, and develop relationships and this is very, very important.

That is this relationship development with your followers. If it is strong, the binding is strong, I am sure that is your leadership will be successful, but in the first meeting or the initial phase of your appointment, if there is not a strong binding between the leader and team members, it is always a challenge determine the future allies. So, therefore, in that case, allies in the sense that is the between the leader and follower also.

That you will be able to identify whenever you are having frequent meetings with your followers, you will be able to understand that is the who are the persons or personalities with whom you can interact and direct because what happens that easy during this interaction while you are laying the foundation, the people with their communication styles will expose themselves and you will be able to understand that who one will be the more effective or more appropriate for your task.

**(Refer Slide Time: 12:29)**

## The First Two Weeks: Lay the Foundation (Cont.)

The one-on-one meetings usually last from two to three hours, and some of the critical questions to ask include these:

- What is the team member working on?
- What are the team member's objectives?
- What are the people issues on the team?
- What can the team do better?
- What advice do team members have for the new leader, and what can the new leader do to help team members?

10

The one and one meeting usually last from 2 to 3 hours and some of the critical questions to ask to include what is a team member working on and that is a one and one is with that it is a middle-management people especially and what are the team members objectives? So, and what issues they are working on, and if they are working on the issues which are very, very crucial.

And then whether then get those crucial I am meeting with the objectives or not. What are the people issues on the team? Whether these are the people who are working with the team members are they performing or they are not performing. What can the team do better and therefore, in this case, that whatever the current level of performance is there I suppose it is the L1 level. So, how we can reach the L2 level, what advice do team members have for the new leader, and therefore, in that case, it is also too better to get feedback from them that is what to do and what not to do by the leaders according to them.

**(Refer Slide Time: 13:28)**

## **Leaders should discuss the following issues with peers**

- Their peers' objectives, challenges, team structure, and the like.
- Their perspectives on what the new leader's team does well and could do better.
- Their perspectives on the new leader's team members.
- How to best communicate with the boss.
- How issues get raised and decisions made on their boss's team.

11

And if they know about these things, that is the leader is already aware, he knows in advance what his team members are expecting and what the team members because in another sense this is the support which they are looking for if they can get this particular feedback or the leader can get the particular feedback what my followers are looking for it will be a great support.

Their peer's objectives, challenges, team structure, and the like then definitely their perspectives on what the new leader's team does well and could do better and in that case, it will be always important that is the leaders that perspective of the leaders will be leading to the new team it will be always having the better understanding their perspectives on the new leaders' team members.

So, therefore, in that case, when the peers, his peers, and their perspectives, for example, you appointed at the middle management level and then what are the perspective of the middle management for his followers, how to best communicate with the boss from the issues with the peers when you are discussing with the peers, peers will give you a hint that is what type of our boss is, how issues get raised in decisions made on their boss team.

So, therefore, in that case, and whenever we are talking about these whatever the issues and directions are there in the boss team, then whether they can perform or they are not able to move to perform and you will also understand how you can be a team member for your boss and therefore, in that case, it becomes very, very important that is you interact with your peers and get the feedback from them.

In the first 2 months, there will be the strategy structure and staffing. So, whenever you have to find out what is then performed in this time including gathering benchmarking information from other organizations, I always emphasize I have 10 years of industry experience and then always learned that is we have to also see the other organizations, especially the competitors and others and what are their benchmarking practices? We will learn from them.

(Refer Slide Time: 15:45)

### The First Two Months: Strategy, Structure, and Staffing

- Some of the tasks to be performed during this time include gathering benchmarking information from other organizations, meeting with key external customers and suppliers, and if appropriate, meeting with the former team leader.
- This additional information, when combined with the information gleaned from bosses, peers, direct reports, and stars, should help new team leaders determine the proper direction for their teams.
- Although the first 90 days on the job provide a unique window for driving change, new leaders need to “socialize” their strategy, structure, and staffing ideas with their boss and peers before making any personnel decisions.

12

Then meeting with the key external customers and suppliers and if appropriate meeting with the former team leader. Now, you are seeing the word has been used if appropriate. So, in that case, is the appropriate means that is if you find that is it is better to meet then only meet if you find it is the meeting with the team leader will not be liked by your boss please do not meet the previous leader. When all these information's are combined with you are the bosses peers stars should help new team leaders to the direction for your team.

The first 90 days on the job provide a unique window for following new challenges need to socialize their strategy, structure, and staffing or what you get from your boss peers, and subordinates.

(Refer Slide Time: 16:29)

### The Third Month: Communicate and Drive Change

- At this point in a new leader's tenure, he or she has developed a vision of the future and can articulate how the team will win; identified the what, why, and how of any needed changes; and defined a clear set of expectations for team members.



Image Source: <https://online.hbs.edu/blog/post/leadership-communication>

13

And that will help you to create a particular strategy structure and policies for the organization and therefore, the new leader even after meeting the previous leader also if possible, as I mentioned, so, he understand what will work and what will not work and whatever will be the possibility that he can implement, in whatever if you understand that something cannot be implemented after meeting with that boss peers and subordinates if you understand that definitely in that case.

He can communicate and then with the others and he can know the more and more solutions to the problems, once he understands the solutions to the problems, then he can communicate and drive change, this word particular communication and drive change which he has to perform at this point, then he she has developed a vision of the future that what will be the vision of the future and can articulate how the team will win.

So, therefore, in that case, and this can be identified what why and how of any needed changes and defined a clear set of expectations for the team members. So, really, it is a wonderful idea, that is the before you start in a new organization, it is always better that you are interacting with others and yourself are getting aware, educated and trained and learned by the others during this team. So, therefore, you know there is a what, why, and how what is required in the organization.

And therefore then you can make the necessary changes as per the expectations. Now here is the third month communicate and drive the change the time has come to now sitting on then driving seat and then making the changes are there because you are very clear that what is the

culture is there, what is the expected is there, whatever the followers are there, whatever the situation is there and on basis of this all incomplete information's now, no, you know, it is a time for your performance.

(Refer Slide Time: 18:31)

### The Third Month: Communicate and Drive Change

The key issues to work through off-site include these:

- **Get agreement on the critical attributes and values of team members** - New leaders should set aside time during the off-site meeting to finalize and clearly define the positive and negative behaviors for all the attributes and values they want to see in team members.
- **Create a team scorecard**- The new leader will paint a vision and some overall objectives for the future, but the direct report team needs to formulate a set of concrete, specific goals with timelines and benchmarks for measuring success.

14

So, get an agreement on the critical attributes and values of team members. So, interact with the team should aside time during the off-site meeting to finalize and clearly defined the positive and negative behaviors for all the attributes and values they want to see in team members. So, now it is the time you can tell about that what about what you are looking amongst your team members.

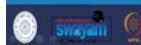
What are the positive and what are negative attributes that you do not want? So, therefore, in that case, create a team scorecard. The new leader will paint a vision and some overall objectives for the future. But the direct report team needs to formulate a set of concrete, specific goals with timelines and benchmarks for measuring success, and then here it becomes it should be measurable.

It is always has been told that whenever we are talking about the achievement of goals, so goals are to be very specific, they should be concrete means they should be measurable, that is the if these are the goals are there and then, in that case, you how you will achieve those goals what will be your pathway for them to achieve their particular goals and when you are sharing with all these aspects with your team members. Then definitely, in that case, you will be becoming a pioneer leader because your team members have a very clear and establishing operating rhythm.

(Refer Slide Time: 19:55)

### The Third Month: Communicate and Drive Change

- **Establish an operating rhythm-**
  - ✓ Once the direction and goals have been clarified, the team will need to work on its meeting cadence and rules of engagement.
  - ✓ The new leader and the direct report team need to determine how often they will meet, when they will meet, the purpose and content of the meetings, meeting roles and rules.
- **Establish task forces to work on key change initiatives-**
  - ✓ In all likelihood a number of issues will need to be addressed by the team.
  - ✓ Some of these issues can be discussed and resolved during the off-site meeting, whereas task forces might be a better venue for resolving other issues.



15

And once you start then definitely you have to develop a rhythm with your team members. Once the direction and goals have been clarified, the team will need to work on its meeting and cadence and rules of engagement are there then how to perform those. The new leader and the direct report, our team need to determine how often they will meet, when they will meet the purpose and content of the meetings, meeting roles and rules will be there.

So, therefore, everything is very clarified, establish the task forces to work on the key change initiatives. So, whatever the key change initiatives are there, you will make certain people responsible in all likelihood a number of issues will need to be addressed by the team. So, naturally, when we are talking about the key change initiatives, your team members, they will address the issues and then on basis of those issues, there will be discussion, some of these issues can be discussed and resolved during the off-site meeting.

Whereas task forces might be a better venue for resolving the other issues. Always whenever you are having these types of the issues or try to resolve these issues with your team members. Now, as usual, I would like to support a research paper on these particular concepts.

(Refer Slide Time: 21:10)

<h1>Research Paper</h1> <p><b>Paper:</b> Embracing leadership: a multi-faceted model of leader identity development</p> <p><b>Authors:</b> Wei Zheng, Douglas Muir</p> <p><b>Journal:</b> Leadership &amp; Organization Development Journal</p> <p><b>Published:</b> 18 February 2014</p> <p><b>DOI:</b> 10.1108/LODJ-10-2013-0138</p>	<p>The journal issue for full text online is the general issue available at Emerald Insight:  <a href="http://www.emeraldinsight.com/10717726.htm">www.emeraldinsight.com/10717726.htm</a></p> <p style="text-align: center;"><b>Embracing leadership: a multi-faceted model of leader identity development</b></p> <p style="text-align: right;">Wei Zheng Department of Business Administration and Marketing, University of Wisconsin-Parkside, USA, and Wei Zheng College of Health &amp; Services, Cal State San Marcos, USA</p> <p><b>Abstract</b></p> <p><b>Preview:</b> Leadership scholars have come up with different views. However, previous developments in leadership theory do not fully fit the needs and functions that leaders play in organizations. This study aims to propose a leadership model that can accommodate the needs and functions of leaders in organizations. The research model is based on the leadership model of Wei Zheng and Muir (2013) and the leadership model of Wei Zheng (2013). The research model is based on the leadership model of Wei Zheng and Muir (2013) and the leadership model of Wei Zheng (2013).</p> <p><b>Design/methodology/approach:</b> This study suggests the multi-faceted model of leader identity development, which is based on the leadership model of Wei Zheng and Muir (2013) and the leadership model of Wei Zheng (2013).</p> <p><b>Findings:</b> The model indicates that the leadership model of Wei Zheng and Muir (2013) and the leadership model of Wei Zheng (2013) are not enough to explain leadership. The leadership model of Wei Zheng and Muir (2013) and the leadership model of Wei Zheng (2013) are not enough to explain leadership.</p> <p><b>Originality/value:</b> The model indicates that the leadership model of Wei Zheng and Muir (2013) and the leadership model of Wei Zheng (2013) are not enough to explain leadership. The leadership model of Wei Zheng and Muir (2013) and the leadership model of Wei Zheng (2013) are not enough to explain leadership.</p> <p><b>Keywords:</b> leadership, leadership model, leadership development, leadership theory, leadership model of Wei Zheng and Muir (2013), leadership model of Wei Zheng (2013)</p> <p><b>Paper type:</b> Research paper</p>
--	---

And embracing leadership a multi-faceted model of leader identity development is there, how you can develop that leader. Now, the authors and the journals have been mentioned here. And therefore, in that case, this particular paper's leadership development has made the always a skill-based focus. Now, you see leadership is also a skill. So, therefore, this paper also is saying that is a multi-faceted model.

And then as we have discussed earlier, that is whenever we are talking about the leadership models and approaches of leadership, then that leader is required to identify the development at what sort of development is required in a given situation, if in a given situation, the person is able to complete that particular task, then definitely he will be able to deliver and getting this leadership more and more effective, unless and until he is not making that understanding of these multitask.

Multitask multi-faceted leadership is there then there will be no challenges and there will be no issues that will be the part of this the effective leadership is there. So, leadership development has been the replete with a skill-based focus.

(Refer Slide Time: 22:27)

## Purpose

- Leadership development has been replete with a skill-based focus. However, learning and development can be constrained by the deeper level, hidden self-knowledge that influences how people process information and construct meaning.
- The purpose of this paper is to answer the question of how people construct and develop their leader identity.
- The authors intend to shed light on the critical facets of identity changes that occur as individuals grapple with existing understanding of the self and of leadership, transform them, and absorb new personalized notions of leadership into their identity, resulting in a higher level of confidence acting in the leadership domain.

17

However, learning and development can be a constant by the deeper level is of hidden self-knowledge that influences how people process information and construct meaning is there. So, here we also see that is how hidden self-knowledge is can be, we can explore and the purpose of this paper is to answer the question of how people construct and develop their leadership identity.

As we have seen that is in the previous part that is whenever we are talking about developing the leadership in the 90 days of that particular model. Similarly, we are to also see that is how people construct and develop their leadership identity is there. The authors intend to shed light on the critical facets of identity changes that occur as individuals grapple with existing understanding of the self and leadership transformed them.

And observes new personalized notions of leadership into their identity and therefore, in that, this is a new identity there, when you have joined, you are having a particular identity and when the middle of time you develop your leadership style, now, there is your new identity is there. So, what is the new identity it is more acceptable and why it is called the new because you have changed as soon as you are joined the organization you are having the new leadership stand then definitely you have changed?

So, your identity has also been changed. Now, in an earlier organization, it might be the autocratic or the authoritative style while in the new organization it is more democratic, and participatory style is there because you are developed a particular culture. So, based on these

are the leaders a continuous journey and in this continuous journey, he is developing a new identity.

(Refer Slide Time: 24:06)

### Design/methodology/approach

The authors conducted a grounded theory study of participants and their mentors in a lay leadership development program in a Catholic diocese. The authors inductively drew a conceptual model describing how leader identity evolves

### Findings

The findings suggested that leader identity development was not a Unidimensional event. Rather, it was a multi-faceted process that encompassed three key facets of identity development: expanding boundaries, recognizing interdependences, and discerning purpose. Further, it is the co-evolution of these three facets and people's broadening understanding of leadership that led to a more salient leader identity.

18

A grounded theory study of participants in their mentors in a leadership development program in a Catholic diocese and the authors inductively drew a conceptual model describing how leader identity evolves. And therefore, in that case, we have to also see identity is how successfully the new identity has been developed. And for this purpose, they are finding that leader identity development was not a unidimensional event.

Rather, it was a multi-faceted process that encompassed 3 key factors of identity development, expanding boundaries, recognizing interdependences, and discerning purpose. Further, it is a co-evolution of these 3 factors and peoples the broadening understanding of leadership that led to a more salient leader identity is there. So, therefore, always whenever we are talking about boundaries and interdependence.

Then definitely in that case of the leader actually in the factor, the leadership will be boundary-less, because it will be kept on changing and whenever we are having this keep on changing the leadership style, then definitely it will be very much possible that is your new identity is developed. So, it will be very interesting that is in your previous organization people are saying about your identity something different and in the new organization. The people are saying your identity is something different and therefore, in that case, but, ultimately what is the result.

(Refer Slide Time: 25:35)

### **Practical implications**

The findings could be used to guide leadership development professionals to build targeted learning activities around key components of leader identity development, diagnose where people are in their leadership journey, set personalized goals with them, and provide pointed feedback to learners in the process of developing their leader identity.

19

The finding could be used to guide leadership development professionals to build targeted learning activities around key components of leader identity development, diagnose where people are in their leadership journey must set personalized goals with them, and provide pointed feedback to learners in the process of developing their leader identity is there and therefore, in that case, this is the always the whatever the these your followers.

They are giving you the feedback on basis of that feedback you are developing and that particular identity is there and that new identity and again you join the organization which is more or less similar to your previous organization then definitely, in that case, you can also find out that is the yes you can develop that particular identity, which was in the previous organization.

**(Refer Slide Time: 26:26)**

### **Case Study: Time to act as a Leader**

- Laura is the associate director of a non-profit agency that provides assistance to children and families.
- She is the head of a department that focuses on evaluating the skill-building programs the agency provides to families and she reports directly to the agency leadership.
- As a whole, the agency has been cautious in hiring this year because of increased competition for federal grant funding.
- However, they have also suffered high staff turnover. Two directors, three key research staff, and one staff person from the finance department have left.

20

Laura is the associate director of a non-profit agency that provides assistance to children and families and this is a case study of the time to act as a leader. And in this particular role, she is the head of the department that focuses on evaluating the skill-building programs the agency provides to families and she reports directly to the agency leadership is there, so that Laura is this particular role, that is the, like the assistance to the children and families.

It is giving the, through the agency in the hiring this year because of the increased competition for the federal grant funding is there and this skill-building programs agency provides therefore, in that case, here the it is a directly to the agency leadership is becoming important. However, they have also suffered a high staff turnover 2 directors, 3 key research staff and one staff person from the finance department have left.

Now whereas she was working as ahead of the department and there it is the implies turn over that was becoming a very very important issue and as it has been mentioned, that is this finance person those who have who were working in this particular organization and those they have already left the organization. So, therefore, in that case, it becomes the for a leader when she has become this particular role. Then she has to find out the reason.

**(Refer Slide Time: 27:58)**

### **Case Study (Continued)**

Laura has a demanding schedule that requires frequent travel; however, she supervises two managers who in turn are responsible for five staff members each. Both managers have been appointed within the last six months.

**Manager 1:** Kelly manages staff who provide research support to another department that delivers behavioral health services to youth. Kelly supports her staff and is very organized. Kelly is very motivated and driven and expects the same from her staff.

**Manager 2:** Linda has a strong background in social science research. She manages staff that work on different projects within the agency. She is known as a problem solver and is extremely supportive of her staff. She is very organized and has a wealth of experience in evaluation of family services.

And Laura has a demanding schedule that requires frequent travel. However, she supervises 2 managers who in turn are responsible for 5 staff members, and each of both managers who have been appointed within the last 6 months is there but ultimately she is a leader. So, she has to find out the solution because employees are leaving. So, they have had these 2 managers be their managers.

Kelly managers staff who provide services support to another department that delivers behavioral health services to youth. Kelly supported her staff and is very organized. Kelly is very motivated and driven and expects the same from her staff. And therefore Laura is having this strong support from Kelly. Linda has a strong background in social science research.

She manages staff that works on different projects within the agency. She is known as a problem solver and is extremely supportive of her stuff. She is very organized and has a wealth of experience in the evolution of family services. So, therefore, in that case, and here she is becoming the team member and her staff on there they are having the highest support for her and as a result of which you will find that is that leadership styles both managers those who were reporting to Laura and there are having the different approaches.

And therefore in that case, when we are talking about the delivery of the task, whether manager one, manager 2, and Laura, because ultimately what was the challenge? The challenge was employee turnover.

**(Refer Slide Time: 29:34)**

### Case Study (Continued)

The managers are sensing that staff are becoming overworked as everyone takes on increased responsibilities due to high staff turnover. Staff have also mentioned that Laura's "glass half-empty" conversation style leaves them feeling dejected.

In addition, Laura has not shared budgets with her managers, so they are having difficulty appropriately allocating work to staff. Laura said she has not received sufficient information from the finance department to complete the budgets. The finance department said they have sent her all the information they have available.

22

The managers are sensing that staff are becoming overworked as everyone takes on increased responsibilities due to high staff turnover. The staff has also mentioned it Laura's glass-half-empty conversation style leaves them feeling dejected. Now here and that is the glass half empty style means that is sometimes full sometimes not and therefore, in that case, can conversation style and they were not sure whether she is positive or not, in addition, Laura has not shared budgets with her managers.

So, they are having difficulty appropriately allocating work to staff, Laura said she has not received sufficient information from the finance department to complete the budgets. The finance department said they have sent her all the information they are available is a very, very common problem. That is the Laura is saying that is the finance department has not communicated the budget properly. And the financial department says they have sent all the information to Laura whatever she is supposed to know.

And therefore, in that case, this was the same department way earlier the employees have left the organization. And here also you will find it is even the current staff and they are saying that they are giving her the full information, while the employee is saying that is they know they are not able to find out the solution.

**(Refer Slide Time: 30:56)**

### **Case Study (Continued)**

As staff become distressed, the managers are becoming frustrated. They feel like they are unable to advocate for their staff or solve problems without key information like the departmental budget.

1. How can Laura most effectively use both management and leadership skills in her role as associate director? What combination of the two do you think would work best in this setting?
2. What steps could be taken to build staff confidence?
3. What advice would you give Laura on improving her leadership skills?

23

Now, if this is so, how can Laura most effectively use both management and leadership skills in her role as Associate Director, and what combination of the 2 do you think would work best in this setting. So, therefore, because, as a staff has become distressed and becoming frustrated, they feel like they are unable to advocate for their staff or solve the problems without key information like the department budget is there.

So, therefore, in that case, then what steps could be taken to build staff confidence is there because the staff is dejected, the staff is feeling dejected, the staff is demotivated and they have whether these are leadership skills in the role is the Associate Director both management also so then, in that case, she has to take certain actions, what advice would you

give to Laura on improving her leadership skills and I miss of the above that is 90 days preparation.

What we are talking about that is how she will make create the team because she is facing this particular problem that you are to answer. The book recommendations the art of leadership, this particular book of Kent Curtis is there.

**(Refer Slide Time: 32:09)**

**Book Recommendation**

**The Art of Leadership**

**Edited By:** George Manning, Kent Curtiss  
**Publisher:** ©by McGraw-Hill Education  
**Authors:** George Manning, Kent Curtis  
**Language:** ENGLISH  
**Paperback:** 592 Pages  
**ISBN-10:** 0077862457  
**ISBN-13:** 978-0-07-786245-9

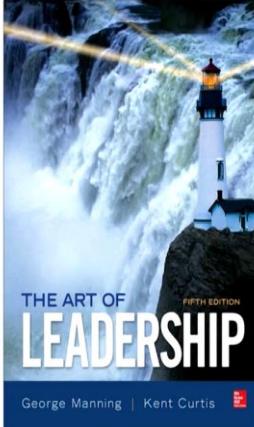


Image Source: <https://www.amazon.in/Art-Leadership-George-Manning/dp/0077862457>

And therefore, you will find that is in this book, it has been recommended that is the how that is a different leadership style that will work, and in this case, it will be very, very important that is whenever we are changing the organization and when the followers are changing or there is a crisis also all these have been discussed, that is how your leadership style that will be more and more effective. If you can develop your leadership style according to the situation.

And then definitely you are to change you to change your the art of leadership and whenever you are changing this art of leadership, then definitely you will be able to come out with the successful situations.

**(Refer Slide Time: 33:05)**

## Book Recommendation

### LEADERSHIP: Enhancing the Lessons Of Experience (Eighth Edition)

**Edited By:** Andrea Heirendt  
**Publisher:** ©2015 by McGraw-Hill Education  
**Authors:** Richard L. Hughes, Robert C. Ginnett, Gordon J. Curphy  
**Language:** English  
**Paperback:** 753 Pages  
**ISBN:** 978-0-07-786240-4  
**MHID:** 0-07-786240-6



Image Source: <https://www.amazon.in/Leadership-Enhancing-Experience-Richard-Hughes/dp/0078112656/>



25

In this, we are talking about enhancing the lessons of experience like that we have discussed in the earlier session also this particular book, that is the same book, which continued to give you this recommendation, that is the how this book will be helpful in the case by understanding from the experiences of others when you are having the learning from the experiences of others.

Definitely, some of the situations that will be helpful to you to solve the problem, while the sum of the situations that may not be the same, then definitely again I will say which I mentioned earlier also that you are supposed to be the creator because, from the experience of others, you can get exposure, you can get an understanding, but getting this same situation and same leadership style does not copy that that will not be useful.

Because ultimately what is important is this that is in a given situation, you have to adapt your style by doing the perfect homework. So, this is all about this particular the first 90 days basically the leadership styles which we are talking about.

**(Refer Slide Time: 34:27)**

## References

1. Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (2015). Leadership: Enhancing the Lessons of Experience (8th Edition). McGraw Hill.
2. Robbins, S. P., Judge, T. A., & Vohra, N. (2019). *Organizational Behavior* (18th Edition). Pearson Education Inc.

### Online Source

- [https://cyfar.org/ilm\\_8\\_casestudy1](https://cyfar.org/ilm_8_casestudy1)

26

And these books of this the Robbinson, Judge and Vohra of his book, this is also becoming very helpful to understand the leadership and the leadership enhancing the lessons of experience, which has been mentioned definitely this will be a sort of the and that the supporting references for which whatever you have learned and these type of references that will create you the more reading and more understanding. So, all these about all these leaders in the first 90 days and as settling yourself as a leader with your team members. Thank you.

**Leadership and Team Effectiveness**  
**Prof. Santosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology - Roorkee**

**Lecture - 06**  
**Leader Development: The Action-Observation-Reflection Model**

In continuation of our previous lecture, this session, we will talk about the action-observation-reflection model and can leadership be taught? Now, many people have this particular question. Earlier also, we have talked about whether the leaders are born or made? We will be discussing the crucial role of perception in the spiral of experience in the actions-observation-reflection model.

**(Refer Slide Time: 00:46)**

### Contents

- Can Leadership be taught?
- Action-Observation-Reflection Model
- Key Role of Perception in the Spiral of Experience
- Perception and Action
- Perception and Observation
- Perception and Reflection
- Reflection and Leadership Development
- Case Study
- Research Paper
- Book Recommendation
- Reference



Image Source: <https://www.linkedin.com/pulse/colleges-teaching-leadership-would-declare-you-leader-bruce-may>

The perception and the action, we will be talking about perception and the observation, perception and reflection. So, these action-observation-reflection models we will be talking about with the perception and action and observation and reflection context, reflection and leadership development, we will be talking about as usual we will having the one case study as an example, then research paper and book recommendations.

Now, the question arises can leadership be taught? Now, you see that traditionally whenever we talk about leadership, it is always has been said that is the leadership that has to be about the leaders are born leaders are not made, but that was a trait theory, but the trait theory is up to certain extent has been again advanced and then further research has been done.

**(Refer Slide Time: 01:38)**

## Can Leadership be taught?

Merely taking a one-semester college course in leadership will not make one a better leader. However, it is strongly believed that it can lay a valuable foundation to becoming a better leader over time.

**Do you accept that leadership can be learned (rather than just "being born" in a person)?**

Yes

**Do you also believe that the most powerful lessons about leadership come from one's own experience?**

Yes

**How we learn from experience?**

Learning from experience pertains to how complex or multifaceted your conceptual lenses are for construing experience

And then, in that case, it is strongly believed that it can be a valuable foundation. So, therefore, in the case when we are talking about the MBA students, for example, when they are joining, so, by the valuable foundation to becoming a better leader over time, so, yes they can become the better leader. As we talked about it, leadership can be learned, yes, and that is why you are here? To learn this particular course.

So, you want to be aware of leadership and leadership effectiveness and team building. Do you also believe that the most powerful lessons about leadership come from one's own experience? Yes, because it is situational. Therefore, in this situation, you are there. So, what we provide that is from experience, we learned the many ways that how complex or multifaceted your conceptual lenses are for constructing the experiences. So, in that case, it is always better that whenever we are talking about that leadership that can be taught, it is with the complex variables.

**(Refer Slide Time: 02:49)**

## Leadership can be taught

- Becoming familiar with the complex variables that affect leadership gives you a greater variety of ways to make sense of the leadership situations you confront in your own life.
- In that way, completing this course in leadership may not make you a better leader directly and immediately, but actively mastering the concepts in the course can nonetheless accelerate the rate at which you learn from the natural experiences you have during and after your course
- In fact, about 70 percent of variance in a person's effectiveness in a leadership role is due to the results of her experience; only 30 percent is due to heredity (McCall, 2010)



Image Source: <https://www.tinypulse.com/blog/14-employee-survey-questions-about-management-effectiveness>

Complex variables are the followers and situations that affect leadership, giving you a greater variety of ways to make sense of the leadership situations you confront in your life. So, therefore, every individual, whether it is in the personal role or into the professional role, he is having that particular context in which he is developing his own experiences to build leadership in that way, completing this course in leadership may not make you a better leader directly and immediately, but actively mastering.

So therefore, it is becoming essential; that is, the experiences will take time. So therefore, it will not make the instantaneous leader to you. So, it will be a period it is gradually and therefore, leadership development as you see, it goes by the actively mastering the concepts in the course, then definitely the rate at which you learn from your natural experiences 70% of the variance in a person's effectiveness in a leadership role is due to the result of her experience only 30% is due to heredity.

Now, this is a very interesting point: whenever we talk about the past, learning from the past and learning from the past gives you 30% only, and the rest of the 70% comes with the time you learn. So, how you handle the situation and your belief in that particular experience became strong in a given situation. So, you adopt a good leadership style; in past experience, it becomes effective if you have developed that perception by participation. So, that will be a milestone for you, for your leadership.

**(Refer Slide Time: 04:45)**

## AOR Model

- Action-Observation-Reflection (AOR) Model shows that leadership development is enhanced when the experience involves three different processes: action, observation, and reflection.
  - Action(What did you do?)
  - Observation (What happened? Results and impact on others)
  - Reflection (How do you look at it now?, How do you feel about it now?)
- Leadership development through experience may be better understood as the growth resulting from repeated movements through all three phases.

The action-observation-reflection model shows that leadership development is enhanced when the experience involves three different processes: action, observation, and reflection. So therefore, these three different processes are about the actual observation and reflection. What is the action? Action means what we, what did you do? So therefore, whatever actions you have taken in the past that will be decided observation means what happened is the results and impact on others.

Moreover, therefore, in that case, it is we learn from our observations and during these observations, the behaviour, what results and impacts to others that have been very much fruitful in reflection, how do you look at it now, how do you feel about it now, so, that is about actually your feedback and reflection is the feedback, what actions you have taken, what has happened, that is your observations, and then the reflection that we see now, based on that, what are the lessons of learning.

**(Refer Slide Time: 05:50)**

## AOR Model

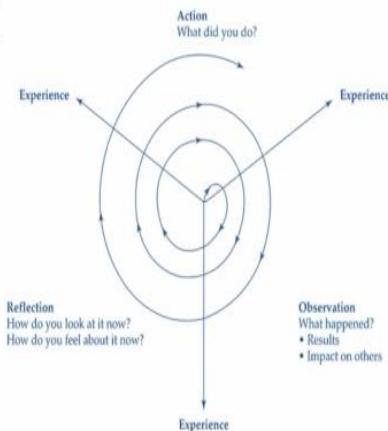


Figure – The Spiral of Experience

Image Source: (Hughes, Ginnett, & Curphy, 2015)

6

Here based on this AOR model, action observation and reflection model, it talks about whatever we have done in the past, that experience that goes on continuously to improve our leadership style, because the first-hand experience whatever has been taught in the classroom, that so, you know, the different ways. So, what is the contribution of the classroom leadership teaching is that we tell you about the ten types of leadership styles.

And then you are experimenting with those at your workplace, and maybe you might come out with the 11th style because you will make a hybrid model. A hybrid model will be unique for you so that that action will be decided. So, in the case of these observations, whatever the results you obtain, success or failures, that will impact others, this is very important; I can share my experience when I was the labour officer in the luncheon mill.

We were negotiating with the union and all, and that time it was when whatever the outcome was there of that negotiation or the wage agreement, and then I found it is that was given me the direction for the following wage agreement. So, this way, the results impacted my leadership style; how do you look at it now? Moreover, how do you feel about it now?

So, I find it is the as I have known for the further model, so, when I entered into the academics, so, now and I see now, so, I combined my experience with my current observations. Then I teach in the classroom whenever I am interacting with you, I am combining my experience also that is the this was the style these were the union and union handling was there in the luncheon mill, but when I was in the Sriram group, then I found that is, it is the more the employee handling rather than the union handling was there.

So, therefore, the leadership with the employees and the unions were both different. Moreover, on that case, my observations and reflections have carried out about the perception, that the perception in the about what perception I have developed, that is there in case of the IR industrial relations, and in case of these the HRD human resource development. So, naturally, you have to focus on the different perceiver targets and situations.

**(Refer Slide Time: 08:22)**

### The Key Role of Perception in the Spiral of Experience

#### Perception

It is a Process by which individuals organize and interpret their sensory impressions to give meaning to their environment.

#### Factors Affecting Perception

- Perceiver – Attitudes, Motives, Interests, Experience and Expectations
- Target – Novelty, Motion, Sounds, Size, Background, Proximity and Similarity
- Context (Situation) – Time, Work Setting and Social Setting

(Robbins, Judge & Vohra, 2019)



7

So, what has happened with our perceptions, which individuals organize and interpret their sensory impressions to give meaning to their environment, nature? The perceiver target and situations. So, whatever the I was the perceiver and the target was that whereas the employees or the unions from which I was interacting, and what was the situation? The situation was that it is team building.

So, therefore, in that case, it becomes very, very important how I have perceived; if I perceive the situation positively, naturally, my interaction with others will always be positive, whenever I will talk about leadership, I will say yes, these things work, but if my experience was the failure, then definitely, in that case, I will not be able to perform in a better way. So, this perceiver and then what factors that is affecting the perception.

**(Refer Slide Time: 09:13)**

## Perception and Action

A person's expectations about another may influence how he acts toward her, and in reaction to his behavior she may act in a way that confirms his expectations. (Jones, 1986)

A Perceptual variable that can affect our actions is the **self-fulfilling prophecy**, which occurs when our expectations or predictions play a causal role in bringing about the events we predict.

As also established in a Research, "supervisors are biased toward making dispositional attributions about a subordinate's substandard performance and, as a result of these attributions, often recommended that punishment be used to remedy performance deficits". (Mitchell & Wood, 1980)



Image Source: <http://adviesvandirk.nl/zelf-vervullende-voorspelling/>

In the case of the perceiver, it will be his attitude, his personality, his thought process, his actions that is becoming very, very important, in case of the target, who is the target as I was giving the example of the unions and then the employees so, that has to be taken care of, and the situation that matter what situation I am working. So, on this basis of the perception, whatever I have pursued, my actions will be decided a person's expectation about another may influence how he acts towards her and in reaction to his behaviour.

She may act in a way that confirms his expectations. So, now, what happens whatever action I will decide an ROI, I will think that is the if this is a behaviour this will be the return behaviour a perceptual variable that can affect our action is a self-fulfilling prophecy, which occurs when our expectations or predictions play a causal role in bringing about the event we predict. Now, this is an important word that is the causal role is there, and here in this diagram, we see that is reinforced.

Moreover, our beliefs influence our actions towards others or impact others' beliefs, then that is about the causes there. So, in that case, research supervisors are biased towards making dispositional attributions about a subordinate substandard performance. Moreover, as a result of these attributions often recommended that punishment be used to remedy performance deficits. So, the particular perception is there as an action, and the reaction is there.

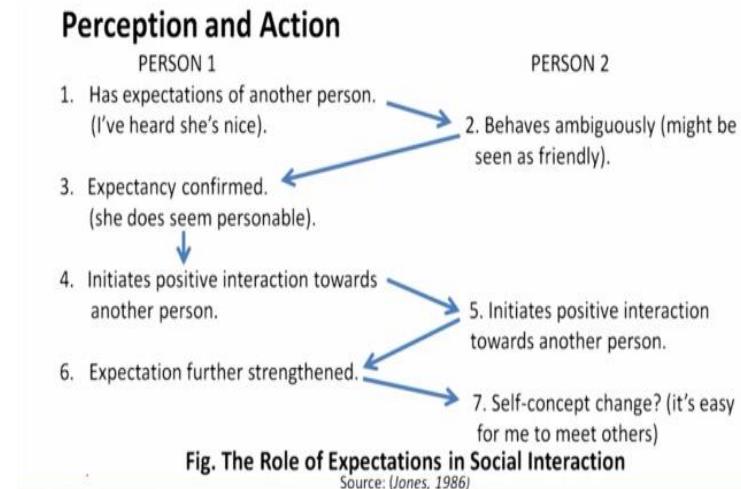
However, here I would like to say that is there one more word I would like to use, and it is a corrective action. So, it should not always be the punishment rather than we have to talk about that is it is required to be having the corrective actions is essential from your past

actions, what I have learned that yes, when we talk about the reinforcement of behaviour, in the reinforcement of behaviour, it is taking about the positive reinforcement and negative reinforcement.

Moreover, therefore, in that case, it is becoming very, very important, that is the what approach do you have, and here in the case of the perception and action, it becomes despite the punishment what I will advise that is let us go for the corrective actions are there whenever we understand our target and target has made a particular mistake and invariably what the leader does invariably leader makes an application of that particular correct punishment, which is to be according to me, that should be the last option.

It should not be the first option if these corrective actions are the first option, and the punishment will be the last option for that.

(Refer Slide Time: 12:03)



Now, we are in perception-action person 1 has expectations of another person; I have heard she is excellent, and a person 2 is to behave ambiguously might be seen as friendly. At the same time, expectancy is confirmed, she does seem personable, and then initiate positive interaction towards another person, because you are talking about that, she has that positive interaction in them, these initiates positive interaction towards another person because it is the flow and the expectations for the strengthen the self-concept change.

It is easy for me to meet others. So therefore, from the design, whether they when you are heard about a person is nice, and then when you are making the interaction, definitely, in that

case, it will be essential that your result will be positive. So, here are the observations and perceptions both deal with attending to events around us all naturally; what is the perception? We perceive through the situation, and one of these perceptions is that we have this keen vision.

So, vision is becoming very, very important touch, smell, and then, in that case, it is the see or that vision, that observation and perceptions They are making us the more learnable the fallacy of this perceived view of perception is that it assumes we attend to all aspects of a situation equally there is a limitation of our senses. Moreover, therefore, in that case, when we have limited senses, we do not see everything that happens in a particular leadership situation nor hear everything.

(Refer Slide Time: 13:37)

### Perception and Observation

- Observation and perception both deal with attending to events around us.
- The fallacy of this passive view of perception is that it assumes we attend to all aspects of a situation equally. However, we do not see everything that happens in a particular leadership situation, nor do we hear everything.
- Instead, we are selective in what we attend to (**Observation**) and what we in turn perceive (**Perception**).
- A phenomenon takes place when one expects to find mostly negative things about another person (such as a problem employee). Such an expectation becomes a **perceptual set** to look for the negative and look past the positive things in the process.

So, this is the warning is there, that is the I do not think that is your observations are complete are 100% they are not completed 100% instead, we are selective in what we attend to observation and what we in turn pursue. So, it is not the reality, so perception is not complete. So, a phenomenon occurs when one expert finds primarily negative things about another person, such as problem employee such an expectation becomes a perceptual set to look for this particular perception and then decide about your reflection.

(Refer Slide Time: 14:22)

## Perception and Reflection

- Perceptual sets influence what we attend to and what we observe.
- In addition, perception also influences the next stage of the spiral of experience—reflection—because reflection is how we interpret our observations.
- Perception is inherently an interpretive, or a meaning-making, activity.
- One important aspect of this is a process called **attribution**. Attributions are the explanations we develop for the behaviors or actions we attend to.



Image Source: <https://in.pinterest.com/pin/742249582312325878/>

So, these perceptual sets influence what we attend to and what we observe, and if we are selective, some persons are very selective in their perception because their observations are minimal. Although we cannot have 100% observation, this is also true that we can have the maximum observations if we are more sensitive. In addition, like a beautiful picture is given here, that is how you can imagine a cat similarly can image is a lion.

So, that is about perception; how do you perceive yourself also influences the next stage of the spiral of experience, reflection, because reflection is how we interpret our observations. So, a practical example is when you are occupying a higher position, your image about yourself changes; perception is inherently an interpretive, or a meaning-making activity is there.

So, usually, this is about the reflection, that whatever we perceive, we create an image and accordingly, whatever image is there, we interpret it and therefore, make this particular activity. A critical aspect of this process is called the attribution we develop often are behaviours or actions we attend to. Moreover, therefore, in that case, these actions the actions are based on our attribution are there.

So, suppose we are creating an image of ourselves, a larger image, a compelling one. In that case, you then in that case, definitely our action and reflection will be that is we are strong, and then in the case, when we are talking about that is a perception about ourselves is the smaller one, where we are not confident, then in that case, naturally, our actions will be

affected accordingly. So, how do you perceive yourself to be an effective leader? That must be you strongly perceive yourself.

(Refer Slide Time: 16:26)

### Perception and Reflection (Cont.)

Attribution Process is affected by three errors:-

- **Fundamental attribution error** – the tendency to overestimate the dispositional causes of behavior and underestimate the environmental causes when others fail.
- **Self-Serving bias** — the tendency to make external attributions (blame the situation) for one's own failures yet make internal attributions (take credit) for one's successes.
- **Actor/Observer difference** – This refers to the fact that people who are observing an action are much more likely than the actor to make the fundamental attribution error.

So, how this attribution depends on? Attribution depends on the tendency to overestimate the dispositional causes of behaviour; what does it mean? Does it mean that is the what are the different causes are there? A simple example is a superior-subordinate relationship, it is having on the relationship with the subordinate, it has the primary cause, but what happens the boss he making the dispositional causes of behaviour that is no, I am not going to bother about him and underestimate the environmental causes when others fail.

Moreover, therefore, in the result, what happens that is you are not taking care of your subordinate's self-serving bias is there whatever the external attributions are, they are making the internal attributions are there. So, therefore, in that case, it is a locus of control, an external locus of control, an internal locus of control. The actor and observer differences refer to the fact that people observing in action are much more likely to be having the behaviour similarly.

(Refer Slide Time: 17:23)

## Reflection and Leadership Development

- The most important yet most neglected component of the action-observation-reflection model is **reflection**.
- Reflection is important because it can provide leaders with a **variety of insights** into how to frame problems differently, look at situations from **multiple perspectives**, or better understand subordinates.
- Leadership development can be enhanced by raising such implicit beliefs to conscious awareness and thereby more to thoughtful reflection.
- **E.g.** – One approach used a variety of art prints to stimulate personal and group reflection on ideal forms of leadership. The prints were used to identify five fundamental archetypes of leadership

13

The most important yet most neglected component of the action observation reflection model is that is a reflection is there. However, the outcome, so, they will be the input, they will be the process, they will be the output, but the most crucial point is that the people are in observation and reflection model, and they are underestimating the reflection is there. However, it is essential because it can provide leaders with various insights whatever the experience you are having.

Moreover, if you are ignoring or becoming the bias about that particular certain factors or causes, then definitely, in that case, you will not be able to improve your leadership dear friends, so, variety of insights to be accepted, look at situations from multiple perspectives and not only by the or better understand the subordinates as I was giving the exam example, leadership development can be enhanced by raising such implicit beliefs to conscious awareness and thereby more to thoughtful reflection is there.

So, acceptance, this is very, very important is that acceptance is required example is given us a variety of art prints to stimulate personal and group reflection on ideal forms of the leadership, the prints were used to identify five fundamental archetypes of the leadership's are there and therefore, in that case, it is not the limited one. It should be sensible, and a very contributing one is there.

**(Refer Slide Time: 18:44)**

## Reflection and Leadership Development (Cont.)

- **Teacher-Mentor**, who cares about developing others and works beside them as a role model.
- **Father-Judge**, who provides oversight, control, moral guidance, and caring protectiveness.
- **Warrior-Knight**, who takes risks and action in a crisis.
- **Revolutionary-Crusader**, who challenges the status quo and guides adaptation.
- **Visionary-Alchemist**, who imagines possibilities that can benefit all members and brings them into reality.



14

Now, here the first example is taken from teacher and mentor. So a teacher who cares about developing others and works beside them as role models has a mentorship. So, can a teacher be a mentor? Yes, he can be the mentor, but because the teacher is developing the others, what is becoming those who are the followers, they want to be like him, and that is achieved is there.

Father and judge so who provides oversight control moral guidance and caring protectiveness is there in both the roles the person has the same objective. So therefore, the reflection is becoming the same. Warrior and knight who takes risk and action in a crisis and, therefore, crisis management crisis manager and who is the best crisis manager who has that particular warrior attitude are there.

A revolutionary crusader is there who challenges the status quo and guides the adaptation and therefore, in that case, it becomes very, very important that is the leader, so they learn, and they get the guidance from the special force of these adaptations is there if it is done, then definitely, in that case, the leader will be successful. Visionary Alchemist who imagines possibilities that can benefit all members and brings them into the reality is there.

Moreover, in that case, we always have to imagine that if you are imaginary, you will be able to get a better and better output. So, this is about the action observation and reflection model is there and through which this learning from the action observation and reflection model, we are enhancing our leadership styles by adopting the experiments.

**(Refer Slide Time: 20:40)**

## Case Study: Leadership Development with Algorithm

As the founder of management coaching organisation TMBC and author of Standout, Marcus Buckingham is an expert on creating leadership programs, He recommends the following steps:

### STEP 1: Find or develop assessment tools.

- These might include a personality component, such as a Big Five inventory Test, and can include other test that companies can resource or create according to the leadership characteristics they are seeking to monitor.

### STEP 2: Identify the Top Leaders in the organization and administer the tests to them.

- This step is not to determine what all the leaders have in common but to group the top leaders into categories by their similar profiles.



As the founder of management coaching organization TMBC and author of the standout, Marcus Buckingham is an expert on creating leadership programmes. He recommends the following steps that are first and foremost to find or develop the assessment tools. Now, you see that he is the personality component as I mentioned that is the subordinates you have to understand his personality when we are talking about the big five inventory test, that is the about the extrovert, introvert sensing, thinking-feeling person MBTI.

So therefore, in that case, the test can be included, and we can find out the characteristic leadership styles, the top leaders in the organization and administer the test to them and in that case, because within one organization you see there is a particular culture and that culture we can be adopted by the adopting that leadership styles. So, this tape is not to determine what all the leaders have in common, but to group the top leaders into categories by their similar profiles, so they are at the high profile of people.

So, therefore, how they will become the high profile people how they reached this particular position that is becoming very important in step 3, interview the leaders within each profile category to learn about the techniques they use at work. Now, when you are interacting with them, those are your organization's top leaders, then you have to interview them, and that is their work style that has been successful for this organization.

Often these technologies will be unique unscripted because nobody knows it is knowledge management, storing the tacit knowledge and revealing the correlation to the strength in each leader's assessment profile.

(Refer Slide Time: 22:31)

### Case Study: Leadership Development with Algorithm

**STEP 3: Interview the leaders within each profile category to learn about the techniques they use that work**

- Often these technologies will be unique, unscripted, and revealingly correlated to the strengths in each leader's assessment profile. Compile the techniques within each profile category

**STEP 4: The results of top leader profile categories and the leaders' techniques can be used to create an algorithm, or tailored method, for developing leaders.**

- Administer the assessment tests to developing leaders and determine their profile categories. The techniques from successful leaders can now be shared with the leaders who are most like them because they share the same profile

16

So, whenever we compile the techniques within each profile category, there are different categories. You find different leaders are there the results of the top leader profile categories, which we combined from the above steps and these leader techniques can be used to create an algorithm or tailored method for the developing the leaders or there this is a beautiful way to develop the excellent leadership style in the organization administrate the assessment test to developing the leaders.

Moreover, it reminded their profile categories; the techniques from successful leaders can now be shared with the leaders who are most like them because they share the same profile. So, now what has happened is that they all have the same profile, but the leadership styles are different, and therefore, the leaders to whom you are interviewed will give a direction.

(Refer Slide Time: 23:24)

### Case Study: Leadership Development with Algorithm

- These steps provide a means for successful leaders to pass along to developing leaders the techniques that are likely to feel authentic to the developing leaders and that encourages creativity.
- The Techniques can be delivered in an ongoing process as short, personalized, interactive, and readily applicable tips and advice that yield results.

Q1) What are some potential negatives of using Marcus Buckingham's approach to leadership development?

Q2) Would you suggest applying Buckingham's steps to your organization? Why or why not?

17

These steps provide a means for successful leaders to pass along techniques that are likely to feel authentic to the developing leaders and encourage creativity. So those who are the developing leaders are there no. So, some leaders are already established in the organization; some are into the developing stage, young and at their leadership positions. So, therefore, they can develop this leadership style and authentic leadership style.

The techniques that can be delivered in an ongoing process is a short personalized interactive and readily applicable tips and advice that yielded results and therefore, in that case, whatever the interaction is there that interaction will apply to the budding leaders here you can have this assignment what are some potential negatives of using Marcus Buckingham's approach to leadership development?

Are there potential negatives? Because you see, every leadership style is not perfect; there are confident positives and certain negatives. What negative do you find? Would you suggest applying Buckingham's steps to your organization? Why or why not? Moreover, therefore, in that case, based on that is your observation actions, observations and reflection model AOR model on what do you think whether it will be based on the experience which you have in your organization and interviewing with the people that have to be accepted or not to be accepted?

**(Refer Slide Time: 24:53)**

The research papers in this context have been selected his leadership development learning accelerators, voices from the trenches, and therefore, in that case, you will find that is whenever the purpose of this paper was that is the how-to develop that leadership run by the

learning accelerators are there and that is the yes we can learn we can learn from the voices from the trenches.

Moreover, as a result of which leadership developing learning can be adopted by the different methods, we are also to find out that is critical indexing the development accelerators who are the accelerators? Here I want to say that this paper will be helping you to identify the accelerators at your workplace, but whenever you are at your workplace, then definitely, in that case, you will be able to find out practically what accelerators are motivating you in your organization.

Because unless and until you are not able to identify the accelerators, what are who are the accelerators? Accelerators are those actions or people or those reflections which have been encouraged and motivated the leadership style; if the leadership style has been encouraged and motivated fast, then definitely in that case, based on this paper, it will be very much important that is the how-to identify the accelerators and making the implications of these accelerators at the workplace.

**(Refer Slide Time: 26:22)**

#### **Purpose**

- The purpose of this paper is to highlight the practices that high-performance leaders believed were influential for accelerating their development as leaders.

#### **Design/methodology/approach**

- The sample consisted of US based, mid-level leaders at Fortune 1000 companies who were identified by their organizations as being "high performers possessing the strong ability to deliver desired results for their enterprises." The authors recently conducted focus groups with a subset of over 200 of these high-performing leaders and asked them to answer the following question: "Please identify what you would consider to be the five (5) most influential factors that accelerated your development as a leader."

Now, here the purpose of this paper is to highlight the practices of high-performance leaders. If your organization is a high-performance leader, are your organizations that believed were influential for accelerating their development as a leader. So therefore, role models, we cannot go away from our role models; the role models are those who have accelerated their careers, and you can easily find out in some organizations that some people will become highly influential in a highly progressive.

In this study, the sample consisted of US-based mid-level leaders of the Fortune 1000 companies who have identified their organizations as high performers processing the strong ability to deliver desired results for their enterprises. So, here what is the parameter? The parameter is the delivery of results; if results are delivered, there is no problem. The author's recently conducted focus group is a subset of 200 of these high performing leaders.

Furthermore, therefore, in that case, whoever been the accelerators are there, they have been interviewed, and they have been identified seven leadership isolates were identified based on this interview, which has been conducted by the author and then it has been, and the same will be there at your workplace also.

**(Refer Slide Time: 27:38)**

### **Findings**

- Seven leadership accelerators were identified:
  1. Working for a great leader
  2. Experiencing an extremely challenging assignment or major organizational change
  3. Working in an organization that requires and supports skill development
  4. Possessing a strong mentor/accountability partner
  5. Ongoing personal reflection and self-assessment
  6. Experiencing a significant failure or career setback
  7. And formal leadership development training/continuing education.



The first is working for a great leader. So therefore, leaders are also working for a leader. So, there must be these accelerators, who are the leadership accelerators. So, what they do, they were there working for a great leader experiencing an extremely challenging assignment or the significant organizational change are there. Furthermore, in that case, they are not working for the easy work; they are taking the challenging assignments, working in an organization that requires support skill development.

Here I would like to take the example of citizenship behaviour and then possess a strong mentor accountability partner. So, you are working under somebody, or with somebody, those who are the strength partners, ongoing a personal reflection and self-assessment

experiencing a significant failure or the career setback. So, therefore, in that case, that reflection model your reflection may play a significant role.

Moreover, formal leadership development training or continuing education is there like you are taking these courses and trying to develop your leadership styles. So, therefore, in that case, it is always better that is you have continuous education, learning from others.

**(Refer Slide Time: 28:59)**

#### Research limitations/implications

- It is important that leaders, HR professionals, and talent managers know and understand these factors and to make it an ongoing priority to systematically address the key questions that emerged from these findings.
- Leaders should thoughtfully answer the questions presented for themselves and encourage leaders in their organization to do the same.

Moreover, the limitations of this type of study are that leaders, HR professionals, and talent managers must know and understand these factors and make it an ongoing priority to address the key questions that emerge from these findings systematically. So unless and until your structure of that research is not well designed? So therefore, if you are doing research in your organization.

Then make sure that these thoughtfully answer the questions presented for themselves and encourage leaders in their organization to do the same. So therefore, it is not just a formality; somebody is asking the question, and you are answering rather than it should be a thoughtful exercise. So, let the leaders' commitment is significant from both sides the first person who is asking the question and the person who is answering the question?

Because unless and until there is no thoughtful or sincere approach, this child will not be becoming successful. So to make this successful, these accelerators are to be strictly followed.

**(Refer Slide Time: 29:59)**

## Book Recommendation

### The Little Book of Leadership Development: 50 Ways to Bring out the Leader in Every Employee

**Publisher:** ©2011 by AMACOM (New York)  
**Authors:** Scott J. Allen and Mitchell Kusy  
**Language:** English  
**Paperback:** 130 Pages  
**ISBN-13:** 978-0-8144-1754-6  
**ISBN-10:** 0-8144-1754-X

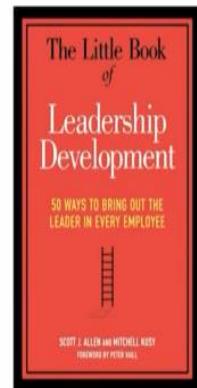


Image Source: <https://www.amazon.in/Little-Book-Leadership-Development-Employee/dp/0814437834>

Here we have specific recommendations for the book, the little book of the leadership development, the 50 ways to bring out the leader in every employee and therefore, in that case, based on that is the how our actions and observations and reflections can be contributed for the leadership development because ultimately objective is what? Ultimately objective is to develop the leaders from amongst all the employees.

Once we develop these leaders from the amongst our employees, it is not that the leader is one and followers are many rather than there are many leaders and very few are followers. So, but leaders mean what it is not that they are directed into different directions leaders are those who are contributing towards organizational goals and achievements, once they have the organizational goals and achievements to commonly by all the leaders working in the organization, then nobody can stop that organization to grow.

(Refer Slide Time: 30:53)

### Book Recommendation (Abstract)

- In this Book, Authors Scott J. Allen and Mitchell Kusy redefine traditional leadership by assigning flexible yet **concrete and proven actions** to very abstract terms.
- Free of complicated theories**, The Little Book of Leadership Development focuses on what really works to motivate others, encourage productivity, and equip future leaders to **design a straightforward system** tailored to your team and organizational needs.
- The book delivers streamlined instructions on **fifty practical strategies**, including modeling behaviors, sharing information, building accountability, stretching teams, and providing feedback.

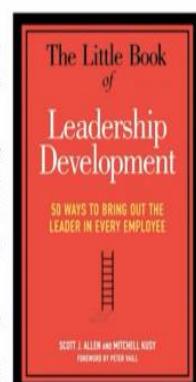


Image Source: <https://www.amazon.in/Little-Book-Leadership-Development-Employee/dp/0814437834>

Kusy's redefine effect is their traditional leadership as an inflexible yet concrete and proven actions are there. So, therefore, in that case, this concrete word must be taken care of ultimately; it should not be vague; it should be very, very specific, but specific to your organization. Free of complicated theories, The Little Book of the Leadership Development focuses on what works to motivate others, encourage productivity and equip future leaders to design a straightforward system.

So therefore, it is not that is it is coming through the different complicated theories rather than this system tailored a method is there of your own the book delivers streamlined instructions on 50 practical strategies including modelling behaviours sharing information building accountabilities stretching teams and providing feedback is there. Based on this, in that case, you will find that different strategies have been mentioned.

**(Refer Slide Time: 31:53)**

Book Recommendation (Contents)		
<b>Contents</b>		
<i>Foreword by Peter Hall</i> <i>Introduction</i> <ul style="list-style-type: none"> <li>[1] Clearly Define Expectations</li> <li>[2] Model the Way</li> <li>[3] Encourage Reciprocal Achievement</li> <li>[4] Model Effective Communication</li> <li>[5] Provide Challenge and Support</li> <li>[6] Keep the Focus on the Long Term</li> <li>[7] Check in with a Thought of the Day</li> <li>[8] Believe Your Team has Common Sense</li> <li>[9] Set High Standards</li> <li>[10] Coach for Performance</li> <li>[11] Facilitate a Culture of Accountability</li> <li>[12] Tap into Their Passion, Utilize the Energy</li> <li>[13] Hold Yourself One-on-One</li> <li>[14] Help Make Other Voices a Reality</li> <li>[15] Sustain Their Learning</li> </ul>	<ul style="list-style-type: none"> <li>[16] Create Great Communications</li> <li>[17] Give Them Roles</li> <li>[18] Let Them Answer the "How"</li> <li>[19] Establish Action Learning Projects</li> <li>[20] Design Decision-Making Processes</li> <li>[21] Implement a Hypothetical Catalyst</li> <li>[22] Create a Culture of Benchmarking</li> </ul>	<ul style="list-style-type: none"> <li>[23] Encourage Cross-Departmental Problem Solving</li> <li>[24] Create Teachers and Leaders</li> <li>[25] Give Due Diligence</li> </ul>
<i>Part I: Development by Modeling Effective Leadership</i> <ul style="list-style-type: none"> <li>[26] Model the Way</li> <li>[27] Encourage Reciprocal Achievement</li> <li>[28] Model Effective Communication</li> <li>[29] Provide Challenge and Support</li> <li>[30] Keep the Focus on the Long Term</li> <li>[31] Check in with a Thought of the Day</li> <li>[32] Believe Your Team has Common Sense</li> <li>[33] Set High Standards</li> <li>[34] Coach for Performance</li> <li>[35] Facilitate a Culture of Accountability</li> <li>[36] Tap into Their Passion, Utilize the Energy</li> <li>[37] Hold Yourself One-on-One</li> <li>[38] Help Make Other Voices a Reality</li> <li>[39] Sustain Their Learning</li> </ul>	<i>Part II: Development Through Conceptual Understanding</i> <ul style="list-style-type: none"> <li>[40] Encourage Cross-Departmental Problem Solving</li> <li>[41] Create Teachers and Leaders</li> <li>[42] Give Due Diligence</li> </ul>	<i>Part III: Development Through Feedback</i> <ul style="list-style-type: none"> <li>[43] Create a Culture of Feedback</li> <li>[44] Set Aside Time for Self-Evaluation</li> <li>[45] Provide Development Design Assessments</li> <li>[46] Ask the Tough Questions</li> <li>[47] Learn from Learning from Feedback and Failure</li> </ul>
<i>Part IV: Development Through Skill-Building</i> <ul style="list-style-type: none"> <li>[48] Develop Your Team - Always</li> <li>[49] Develop Your Skills</li> <li>[50] Develop Your Team - Every Day</li> </ul>	<i>Conclusion</i> <i>The LEAD Approach</i> <i>Notes</i> <i>Index</i> <i>About the Authors</i>	
		24

So, these are the contents of these books, where you will find the different chapters that have been mentioned. And then if they every chapter, you will find it yes, it has been given that is the what the after-action reviews are there and on whatever the actual development of the through conceptual understanding is there on development as personal growth is there any development through the feedback is there.

So therefore, whenever we are talking about the development of the modelling of effective leadership, that development through the skill-building is very, very important once we have that skill-building attitude amongst the other employees, but, here the mythology that has to

be correctly understood that mythology as far as the in your model we are talked about that it is to be the actions observations and reflections.

Furthermore, based on the actions, observations, reflections, whatever the methodology is there, the methodology that has to be appropriately taken is to be considered once you consider that these methodologies are appropriately adopted. You can find out the causal behaviour in a given organization when you know the causal behaviour in an organization than as a reflection; you can identify what the different accelerators are there and based on those accelerators who have contributed to the development of the leadership that you once you identify you will be successful.

**(Refer Slide Time: 31:18)**

### References

1. Argyris, C. (1976). Increasing leadership effectiveness. Wiley.
2. Day, D. V. (2000). Leadership development: A review in context. *Leadership Quarterly*, 11(4), 581–613. [https://doi.org/10.1016/s1048-9843\(00\)00061-8](https://doi.org/10.1016/s1048-9843(00)00061-8)
3. Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (2015). Leadership: Enhancing the Lessons of Experience (8th Edition). McGraw Hill.
4. Jones, E. E. (1986). Interpreting interpersonal behavior: The effects of expectancies. *Science*, 234(4772). <https://doi.org/10.1126/science.234.4772.41>
5. McCall, M. W. (2010). Recasting Leadership Development. *Industrial and Organizational Psychology*, 3(1), 3–19. <https://doi.org/10.1111/j.1754-9434.2009.01189.x>



25

These are specific references about these particular leadership development practices and leadership enhancing the lessons of experience McGraw Hill, John C interpreting interpersonal behaviour and then the McCall's recasting leadership development, industrial and organizational psychology is there.

**(Refer Slide Time: 33:41)**

## References

6. Mitchell, T. R., & Wood, R. E. (1980). Supervisor's responses to subordinate poor performance: A test of an attributional model. *Organizational Behavior and Human Performance*, 25(1), 123–138. [https://doi.org/10.1016/0030-5073\(80\)90029-X](https://doi.org/10.1016/0030-5073(80)90029-X)
7. Robbins, S. P., Judge, T. A., & Vohra, N. (2019). *Organizational Behavior* (18th Edition). Pearson Education Inc.



26

These are the references from the Mitchell supervisor's responses to subordinate poor performance that is how a test of an attributional model very, very interesting and in the Robin's book is there which has always been preferred for the textbooks also. So, this is all about the AOR model and developing the leadership attributes and understanding the causal effect in the organization. Thank you.

**Leadership and Team Effectiveness**  
**Prof. Santosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology - Roorkee**

**Lecture - 07**  
**Leader-Member Exchange (LMX) Theory**

The last model we talked about is action, observation and reflection, and now we will talk about another theory. So, one by one, we understand now, as I always mentioned, that please learn these different theories and models, and as your situation requires, you have to be clever enough that know which theory or model will be applicable in your given situation.

**(Refer Slide Time: 01:08)**

**Content**

- Leader Member Exchange Theory
- The Cycle of Leadership Making
- Leadership Making Phases
- Case Study
- Research Paper
- Book Recommendation
- References



Image Source: <https://sites.psu.edu/leadership/2013/04/20/experiencing-leader-member-exchange-theory-first-hand/>

So, this is about the leader-member exchange theory, the cycle of leadership making phases; as usual, the case study, the research papers, the book recommendations and the references will be there for your further studies.

**(Refer Slide Time: 01:22)**

## Leader Member Exchange Theory

LMX theory developed by **George Graen** is also known as **Vertical Dyad Linkage Theory**. LMX argues that leaders do not treat all followers as if they were a uniform group of equals. Rather, the leader forms specific and unique linkages with each subordinate, thus creating a series of dyadic relationships. (Hughes, Ginnett & Curphy, 2015)

LMX theory is “A theory that supports leader’s creation of ingroups and outgroups; subordinates with ingroup status have higher performance ratings, less turnover, and greater job satisfaction.” (Robbins, Judge & Vohra, 2019).

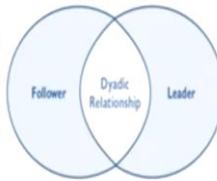


Image Source: (Graen & Uhl-Bien, 1995)

Now, in this case, you will find when we talk about the leader-member exchange theory, which was developed by George Graen is also known as the vertical dyad linkage theory, that the leader-member exchange theory argues that leaders do not treat all followers as if they were a uniform group of equals. So, when you have different subordinates, all subordinates cannot be of an equal level; instead, the leader forms specific and unique linkages with each subordinate, thus creating a series of direct relationships.

Moreover, what is the dyad relationship? Dyad relationship is the interpersonal relationship that is a superior and subordinate relationship. So, the leader-member exchange theory is the primary reason or the logic for creation is that is developing the everyone it should not be those who are the leaders they remain leaders and those who are not leaders then are not getting any opportunity to be a leader.

So, equal opportunity has to be given to all, a theory that supports leaders' creation of in-groups and outgroups subordinates within-group status have higher performance ratings less turnover and greater job satisfaction is there a beautiful outcome is there that is whenever we are talking about the leader-member exchange theory is there then they are having that is the high performance and the job satisfaction.

Because ultimately, the employees get the motivation to the employees. So, this is wrong to understand that every employee will be motivated by money only and monetary benefits only rather than it will be seen that it also has job satisfaction. I would also like to share one

example: we have the MBA student, and the MBA student has not opted for the first organizations coming for the campus placement.

So, I asked her why you are not appearing for this. So, she said sir, and I want to appear for an organization that will give me the job profile. I am looking for a particular specialization. So, therefore job satisfaction is becoming more and more essential, and in general, the linkages tend to be differentiated into two major groups.

(Refer Slide Time: 03:39)

### Leader Member Exchange Theory (Cont.)

In general, the linkages tend to be differentiated into two major groups.

- In the **out-group**, or low-quality exchange relationships, interpersonal interaction is largely restricted to fulfilling contractual obligations.
- In the **in-group**, leaders form high-quality exchange relationships that go beyond "just what the job requires." These high-quality relationships are indeed "exchanges" because both parties' benefit.

Image Source: <https://sites.psu.edu/leadership/2014/12/05/leadership-member-exchange/>



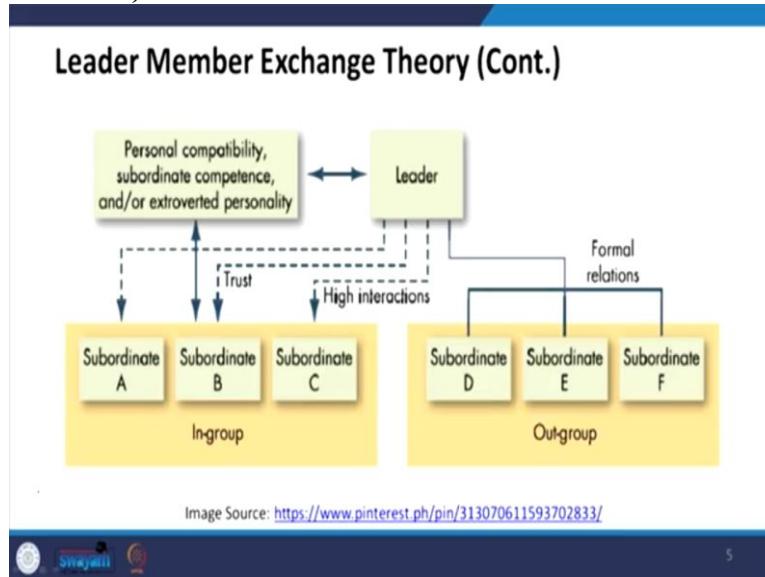
In the outgroup and low-quality exchange relationships, interpersonal interaction is primarily restricted to fulfilling the contractual obligations so that they will be the leader, and certain in-group people will be there. Moreover, there will be the leader where less interaction is there that will be the outgroup will be there in the in-group leaders form high-quality exchange relationships that go beyond just what the job requires.

So it is much more than required, and these high-quality relationships are exchanges because both parties benefit. So, naturally, those in the inner circle will benefit more because they will have more exchanges with and interactions with the leader. So therefore, in that case, compared to the out-group people or group people, they will have the lesser and lesser exchanges.

Moreover, as a result, they will not get much opportunity to learn. However, in this theory also, one critical point is both are learning the in-group people are also learning, and outgroup people are also learning and therefore, in the case of group people, those who are getting the

higher opportunities they will learn more. The leader will also learn from those the in-group members, while it is becoming challenging for them in the case of the out members. That is to go for that leadership understanding with the will because of the less interaction with the leader.

**(Refer Slide Time: 05:11)**



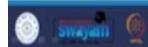
Now here we will see how to decide the internal and external out-groups. So, subordinates A, B, and C are there. D, E, and F are there. So, the leader forms the former relationships with the outgroup while with the in-group people that is he also knows about the trust and high interactions with these people also he is contributing by knowing the personal compatibility of the A, B, C and subordinate competence and or the extroverted personalities are there.

So, therefore, in that case, while in case of the leader's interaction without group there is no trust there is no interaction with this is the D, E, F. So, therefore, in that case, the interaction with the A, B, C because of the trust and interaction and knowing the personal capabilities of the individual. So, whenever we talk about the individual's capabilities, the leader and group are becoming much more comprehensive than the leader with the outgroup members.

**(Refer Slide Time: 06:15)**

## Leader Member Exchange Theory (Cont.)

- Early on, the focus of LMX theory was on stages of development as the process of the relationship developed over time. These stages typically were described as **Role-taking, Role-making and Routinization**
- **Role-taking** : leader offers opportunities and evaluates the follower's performance and potential.
- **Role-making** : A role is created for follower based on a process of trust building.
- **Routinization** : Similarities (for the in-group) and differences (often accentuated for the out-group) become cemented.



6

Early on, the focus of LMX theory was on stages of development as the process of the relationship developed over time. These stages typically were described as role-taking, role making and routinization. You have to learn that whenever a new boss joins, or you join a new organization, these three factors, role-taking, role making, and routinization, contribute to developing the relationship with the leader.

So, focusing on this role taking means what? A leader offers opportunities and evaluates the follower's performance and potential. So, therefore first, he will give you the job and then observe whether you have performed or not performed and what potential you have? Role making is followed based on a process of trust-building. So trust is their routinization in these similarities in an outgroup in differences often isolated for the outgroup becomes cemented.

Furthermore, therefore, based on the role-taking and the role making, cementing the relationship is there and making the routinization. Now, what happens whenever there is a task to be assigned? First, it will be given to the in-group people, so group members know there is trust, and they have that role-taking and making. So therefore, in that case, the routinization will be much stronger with the in-group persons.

(Refer Slide Time: 07:43)

## Leader Member Exchange Theory (Cont.)

- The biggest leap forward in LMX came 25 years after its introduction, in an article by Graen and Uhl-Bien.
- The authors expanded the descriptive portion of the model, which continued to focus on the dyadic processes between the leader and followers.
- With LMX Model, Graen and Uhl-Bien suggests behaviors that the leader should engage in to actively develop relationships (hence the prescriptive label) and build more in-group relations across the follower pool.

The most significant leap forward in the leader-member exchange came 25 years after its introduction in an article by Graen and Uhl-Bien. So, therefore this theory was continuous continued, and in many organizations, they were finding these in-group people out of the outgroup people and making exchanges with them. This leadership style was adopted for many years, but later on, the authors expanded the descriptive portion of the model, focusing on the dyadic processes between the leader and followers.

Earlier, the leadership was one-sided; it was from the leaders to the followers. Nevertheless, now, it is dyadic that is from the followers to the leaders. Also, with the LMX model, Graen Uhl-Bein suggests that the leader should engage in an actively developed relationship. Here is the prescriptive label. Moreover, build more group relations across the follower pool. So, what is essential is that the number has been increased earlier; it was very selective. You know they say no, it should be more. Now in this period, there are four stages.

**(Refer Slide Time: 08:56)**

## The Cycle of Leadership Making

Characteristic	Stranger	Acquaintance	Maturity
Relationship building phase	Role-taking	Role-making	Role routinization
Reciprocity	Cash and carry	Mixed	In-kind
Time span of reciprocity	Immediate	Some delay	Indefinite
Leader-member exchange	Low	Medium	High
Incremental influence	None	Limited	Almost unlimited

Source: (Hughes, Ginnett, & Curphy, 2015) (Graen & Uhl-Bien, 1995)

One is the characteristics: there is a stranger, the third is the acquaintance, and the fourth is maturity. So, in the characteristics, is there the relationship-building phase reciprocity times span of reciprocity between the leader and member exchange an incremental influence to be there while in case of the stranger it is a roll taking cash and carry immediate on low and none is there.

So, therefore here, the leader-member the stranger is the exchanger acquaintance is medium and the maturity it is very high in acquaintance it is a role making that is the what are the potential observation is thereby the leader makes you some delay. So therefore, that is role making and role-taking are here; acquaintance will be the medium leader-member exchange, and incremental influence is limited.

In case maturity is concerned with role routinization, role routinization means a cemented relationship between the leader and the follower whenever there is a cemented relationship between the leaders and the follower. So, role routinize is there they have in reciprocity that is in kind. So, sometimes the greetings are there, and as this type of greeting, it is reciprocity is there a times span of reciprocity.

In the case of the stranger, it is immediate; in the case of the acquaintance, some delay is there; in the case of maturity, it is indefinite times. In leader-member exchange, the stranger is low, acquaintance is medium, and maturity is the powerful incremental influence. It is none limited, and almost unlimited is there. So, therefore, in that case, whenever we are talking

about the incremental influence right from the relationship-building phase, these are the different phases are there.

Moreover, it starts with the role of routinization cementing and identifying the incremental influence's potential performance. So, here this particular path is taking care from building the relationship or the trust true to the routinization that requires a journey and in that journey that exchanges between the leader to the subordinates and from the subordinates to the leader that is becoming very, very important.

**(Refer to Slide Time: 11:17)**

### The Cycle of Leadership Making (Cont.)

- The leadership making process prescribes that the leader should work to develop special relationships with all followers.
- Leader should offer each follower an opportunity for new roles, responsibilities, and challenges, should nurture high-quality exchanges with all followers.
- Leader should focus on ways to build trust and respect with all subordinates—resulting in the entire work group becoming an in-group rather than accentuating the differences between in-groups and out-groups.



9

This cycle of the leadership-making process prescribes that the leader should work to develop a special relationship with all followers. This is very important now that if there are ten employees and one supervisor, then all the ten employees will not be part of the leader-member exchange. So, that is, there will be a special relationship with specific followers are there.

And then, when he is interacting with all 10, he offers an opportunity for new rules because he is not biased. He is Frank and free and therefore is given opportunities to all and challenges and then should nurture high-quality exchanges with all followers. Moreover, the leader should focus on building trust and respect with all subordinates, resulting in the entire workgroup becoming an in-group rather than accentuating the differences between in and out-groups.

So, here we will find that that is the how this leader-member exchange theory that helps us to develop a leadership making with these particular from the routinized is there whenever we are talking about this leadership making the if with the phase 1 with the strangers is there now how much the leader is interacting with that particular stranger and interactions within the leader subordinates dyad or generally rule-bound. So, suppose he has to do specific jobs and then out of those jobs, he has to report specific jobs directly to the boss that is a leader, and then that is a rule-bound there that is the A, D, F you have to report to your boss is there.

**(Refer Slide Time: 12:59)**

### **Leadership Making (Phase 1)- Stranger**

- Interactions within the leader-subordinate dyad are generally rule bound.
- Rely on contractual relationships.
- Relate to each other within prescribed organizational roles.
- Experience lower quality exchanges.
- Motives of subordinate directed toward self-interest rather than good of the group.

10

While under contractual relationships with the stranger it is formal. So, therefore the contractual relationship is the rules and regulations, and the contractual relationship will be there; they will relate to each other within prescribed organizational rules. So, there is nothing like the informal there is nothing like the beyond the boundaries, and therefore the relationship with these will be very much limited prescribed one.

Furthermore, the expenses lower quality exchanges are there, why low-quality exchange? Because the curtain wall is there and that curtain wall is about talking about the formal roles, the motives of subordinates are directed towards self-interest rather than the good of the group, and therefore, it will be more self-focused.

**(Refer to Slide Time: 13:42)**

## **Leadership Making (Phase 2)- Acquaintance**

- Begins with an **offer** by leader/subordinate for improved career-oriented social exchanges.
- Testing period for both, assessing whether
  - the subordinate is interested in taking on new roles
  - leader is willing to provide new challenges
- Shift in dyad from formalized interactions to new ways of relating.
- Quality of exchanges improves along with greater trust & respect.
- Less focus on self-interest, more on goals of the group.



11

So, therefore it is not suggested much in the beginning. Yes, in the beginning, everyone will have the stranger's role. So, it starts with the stranger, but it is in the stranger it will be limited to the very, very much formal and formality. At the same time, in the case of the acquaintance, you will find that whenever we talk about the relationship between the leader and the member, it begins with an offer by the leader's subordinate for improved carrier oriented social exchanges.

So, therefore now one step ahead so, therefore, in the beginning, it was just a formal, and now the leader is making the offer, offer to the subordinates for the improved carrier oriented social exchanges giving more opportunities it now he is breaking that boundary or raising that curtain and therefore allowing these and the outgroup people to come into the in-group circle and here the testing period will be both.

The subordinate is interested in taking on new roles whether she is interested or not. Otherwise, I will make the excuses that I have so many jobs I had to do this and that I can do this. Why do not you give this assignment to others to provide new challenges shift in dyad from formulas interactions to the new ways of relating quality of exchanges improves along with the greater trust and respect, and the less focus is there in case of that is the self-interest is there.

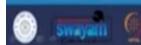
While in the case of the stranger, there was a much more focus was there in the case of the individual self-interest while when you were into the acquaintance, acquaintance will be the

breaking of the boundaries and therefore the breaking up the boundaries both are having the mutual exchange and for the carrier oriented actions.

(Refer Slide Time: 15:35)

### Leadership Making (Phase 3)- Mature Partnership

- Marked by high-quality leader-member exchanges.
- Experience high degree of mutual trust, respect and obligation toward each other.
- Tested relationship and found it dependable.
- High depend of reciprocity between leaders and subordinates and May depend on each other for favors and special assistance.
- Highly developed pattern of relating that produce positive outcomes for both themselves & the organization.



12

When this acquaintance is going towards a mature partnership, it is marked by the high-quality leader-member exchanges there. Moreover, therefore that communication, interaction, assignments, delegations, and debt will start. Therefore it will be the mature the partnership will move towards their maturing; the partnership is their high experience degree of mutual trust, respect and obligation towards each other.

So therefore, in that case, it is becoming trust, respect, and obligation is very important whenever we are talking about having a mature partnership with each other, a trusted relationship and finding it dependable. So, therefore, in that case, both understand each other, and they say yes, we are ready to make the leader-member relationship high depending on reciprocity and high development of rating that produce positive outcomes for both themselves and the organization.

So, in this case, high dependence on reciprocity is there and may depend on each of our favours, and special assistance is there, so dependency starts. So in the case of the stranger, it was self-centred; in the case of the acquaintance, it was mutual was there, and less focus was further self-centred, but now that the relationship is becoming more and more vital and now therefore when it is a maturity of partnership is there.

So both have high trust, high trust and partnership are there so we can say in its earlier form, the vertical dyad linkage model a leader-member exchange was one of the simplest of the contingency situation model contingency means situation model. Even today, it is mainly about the process of relationship-building between the leader and the follower.

(Refer Slide Time: 17:25)

### Concluding thoughts about the LMX Theory

- In its earlier form (the vertical dyad linkage model), LMX was one of the simplest of the contingency models. Even today, it is largely about the process of relationship building between the leader and the follower. The situation has barely crept in.
- From an application perspective, perhaps the biggest limitation of LMX is that it does not describe the specific behaviors that lead to high-quality relationship exchanges between the leader and the follower.
- LMX, as opposed to some of the subsequent contingency models, continues to generate research into the present decade. In fact, among all major contingency models, LMX has most research articles published and is being studied both across countries and with globally distributed teams

13

Now the situation has barely crept in from an application perspective. Perhaps the most significant limitation of leader-member exchange is that it does not describe the specific behaviours that lead to the high-quality relationship exchanges between the leader and the follower. So, this might be the theoretical limit, but I think you can understand when you are developing these relationships with your boss or that leader, and then you can find out what the expectations are.

Furthermore, from the application perspective, you can judge some of the subsequent contingency models continues to gender research into the present decade. In fact, among all significant contingency models, the most recent articles are being studied both across countries and with globally distributed teams. Moreover, this leader-member exchange nowadays is a big challenge to whom to get into the inner circle and to whom we should not get into the inner circle.

Because otherwise, all are into the outer circles are there. So, various research papers have been published on the leader-member exchanger, including the paper, and a lot of research work has been done on this leader-member exchange theory, which is the follower's proactive personality. So, when you are a stranger, there is an opportunity to make dear acquaintance

friends. So, it is what I will advise you that whenever you get the opportunity, even a tiny or short opportunity, you have to create your imprint.

(Refer to Slide Time: 19:01)

### Concluding thoughts about the LMX Theory

- Various Research Paper published on LMX Includes papers on
  - ❖ Follower Proactive Personality
  - ❖ The Extent of the Leader's Social Network
  - ❖ The Degree to which Employees identify their supervisor with the organization
  - ❖ Employees' perceptions of both the procedural and distributive justice climate
  - ❖ The Degree that followers perceive that the leaders treat all members fairly
  - ❖ The Leaders represent the group's values and norms

14

The extent of the leading social network is how the leader is allowing a social network whether he is interested in the social network or not. Some leaders are even not interested in the social network and how employees identify their supervisors within the organization. Therefore, in that case, whatever the supervisor, employees have that identity that is critical to employees' perception of both the procedural and distributive justice climate.

What is procedural and distributive justice climate is there? As per the rules and regulations and procedures, the second is whatever the leader wants to give to the others. The degree that followers pursue will leaders treat all employees equally, and therefore, in that case, it will not be difficult. If you remember, I have started with this particular concept. Is the leader-member exchange theory is to bring all to an equal level?

Because those who are in they have been developed and when they have developed they will be out and out persons, they will be in, and therefore, in that case, that acquaintance that stranger becoming in the acquaintance and then the maturity of the partnership is there and therefore the leader-member exchange theory that will be working.

(Refer Slide Time: 20:18)

### Case Study: "LMX Theory: Barack Obama"

- Barack Hussein Obama was elected the 44th President of the United States in 2008. During his presidency, his leadership style was described at times as transformational, servant, charismatic, dysfunctional, extreme, and non-existent.
- Regardless of different perceptions, leaders must interact with many to accomplish goals and advance organizations. Leaders also interact with a small group of close advisors or confidants who lend guidance and support in return for increased loyalty and/or favoritism.

(Baker & Baker, 2017)



Barack Hussein Obama

Image Source: <https://www.biography.com/us-president/barack-obama>

15

Here, the case study of Barack Obama was taken in the United States in 2008. His leadership style was described as transformational, servant leadership, and charismatic leadership during his presidency. Then this functional extreme and non-existence are there. So, therefore whenever these leadership styles have become very popular nowadays, it is becoming the servant leadership style to serve others, serve society, and serve the followers.

Regardless of different perceptions, leaders must interact with many to accomplish goals and advance organizations. Leaders also interact with a small group of close advisers or the confidence who lend guidance and support in return for increased loyalty and or favouritism is there. There are so many dimensions for this comment, but we are restricted to the LMX theory here.

I want to say that is the yes when you are making the inner circle, it is expected that your inner circle people will give his loyalty to the leader is there. However, I know that there are limitations to these theories, and so often that you do not find that return on these leadership investments, that is, I will say ROLI, so that your return on leadership investment always will not be the 100%.

So, the loyalty you may get, you may not get, but what is the importance? The importance is that is a percentage of getting the loyalty will increase. If you increase this LMX theory, the percentage of getting the inner circle people will increase, but all will be loyal, not necessarily.

**(Refer Slide Time: 22:07)**

### Case Study: "LMX Theory: Barack Obama" (Cont.)

This dynamic of interacting with a small group yet having to rely on the support of a larger group is critical to the leadership process and known as leader-member exchange theory (LMX).



Barack Obama with  
Dan Shomon in 2003

It was during his time in the Illinois state senate that Obama began building close relationships with advisors and legislators. One was with his first Illinois senate aide, **Dan Shomon**, who would later become his close political advisor. Shomon's key contribution to Obama's political development was making Obama realize that he needed to understand all of the political cultures of Illinois if Obama had any ambition to advance farther in Illinois politics beyond the state legislature.

(Baker & Baker, 2017)

Image Source: <https://www.wbez.org/stories/obama-5-up-or-out/f2378d3c-de46-4165-87f6-2a91a5ebecac>

16

This dynamic of interacting with a small group yet having to rely on the support of a large group is critical to the leadership process and known as leader-member exchange theory. So, therefore, you are making some people inside. So, what is about the rest of the people? They should not be dissatisfied; otherwise, your whole theory will waste. It was during his time in the Illinois state senate that Obama began building a close relationship with advisors and legislators.

One was with his Illinois senate aide Dan Shomon, who would later become his close political adviser. Shomon's essential contribution to Obama's political development was making Obama realize that he needed to understand all of the political cultures of Illinois and, therefore, in that case, including the external people. So, when you have these, including the external people, that is becoming very important.

So, therefore in LMS theory, please do not focus on the inner circle. Otherwise, that will not create a good image and the leadership's fair image. So, there are some people because of their competency. However, as I mentioned, the inner will go out and will go in.

**(Refer Slide Time: 23:18)**

### Case Study: "LMX Theory: Barack Obama" (Cont.)

- Obama later developed strong relationships with the people who in turn have greater influence with Obama during his 2004 US Senate campaign: **David Axelrod**, a highly regarded political consultant; **Jim Cauley**, who became Obama's campaign manager; **Pete Giangreco**, who ran the direct mail operations; and pollster **Paul Harstad**
- The Obama campaign included many nationally-known advisors: **Robert Gibbs**, **David Plouffe**, and **Valerie Jarrett** (political advisors); **Austan Goolsbee** and **David and Christina Romer** (economics); and **Susan Rice** (national security) (Obama's Inner Circle, n.d.). Many of these people later became some of Obama's first appointments to his staff and cabinet. One, Valerie Jarrett, remained with Obama through his final year in office and held significant influence with him.

(Baker & Baker, 2017)

A strong relationship with the people who, in turn, had a more significant influence on Obama during his 2004 US Senate campaign was David Axelrod, a highly regarded political consultant Jim Cauley, who became Obama's campaign manager. Peter Giangreco so, who ran the direct mail operations, and the pollsters' Paul Harstad are there. So, therefore these inner circles which Obama created, there are many nationally known advisors.

Robert Gibbs, David Plouffe, and the Valerie Jarrett political advisors Austan Goolsbee and David and Christian Romer economist and Susan Rice national security Obama's inner circle. Moreover, many of these people later become some of Obama's first appointments to his staff and cabinet. One Valerie Jarret remained with Obama through his final year in office and held significant influence with him.

So, naturally, they will be the people like here Obama is having that is the certain his advisors those who are in the past for the different verticals and they have been continued , and some of them have continued till their final year also. So therefore, in that case, it becomes essential that you create a team. So, when you create a team, this LMX theory is where you talk about the stranger. Because they must be the stranger first, they have reached the mature relationship of the leader-member relationship.

**(Refer Slide Time: 24:49)**

## Case Study: "LMX Theory: Barack Obama" (Cont.)

He also had close ties (both politically and personally) with Vice President **Joe Biden** who, by virtue of his title, was included in every major discussion Obama held with his Senior Leadership team

Obama's close confidants have provided him with guidance and assistance when making difficult decisions. This close group has also created criticism from those inside and outside his administration regarding the openness and transparency of Obama's decision-making process and has created the perception of allowing less participation while deciding critical matters facing the United States.



Barack Obama with Valerie Jarrett

(Baker & Baker, 2017) Image Source: <https://blog.dailypress.com/2014/11/14/valerie-jarrett/>

So, he also had close ties both politically and personally with vice president Joe Biden who, by his title, was included in every significant discussion Obama held with his senior leadership team. So, this was the case written when Joe Biden was the vice president. Moreover, now we see that he said he was the president. So, Obama's close confidence has provided him with guidance and assistance when making difficult decisions.

This closed group has also created criticism from those inside and outside the administration regarding the openness and transparency of Obama's decision-making processes. It has created the perception of following less participation while deciding the critical matters facing the United States is there. So, therefore, in that case, it becomes crucial whatever the transparency of Obama's decision-making processes there.

He can create transparency, and because of the transparency that members, especially the inner circle members or even the outer circle members they, were able to see and understand what my leader wants to do, what he is doing? and what will be his vision or objectives to perform in that particular organization? Moreover, therefore, in that case, it becomes essential that you have this transparency in your leadership.

**(Refer to Slide Time: 26:10)**

### Case Study: "LMX Theory: Barack Obama" (Cont.)

- President Obama has a strength of creating effective relationships with those closest to him while also establishing good relationships with many others. He also has a potential blind spot by having an inner circle that may keep him from being transparent, inclusive, and allowing others to participate in the decision-making process.

Q1) Who is in President Obama's in-group and why? Is his in-group an asset or detriment to the *perception* of his presidency?

Q2) How important are in-groups in regards to the leadership process? Are they more of an asset or liability for the leader and why?

(Baker & Baker, 2017)

19

President Obama has the strength of creating effective relationships with those closest to him while also establishing good relationships with many others. He also has a potential blind spot by having an inner circle that may keep him from being transparent and inclusive and allowing others to participate in the decision-making process is there. So, therefore in that case, in this process, the question arises.

Who is in President Obama's group and why? Is his group an asset or a detriment to the perception of his presidency? Moreover, now, you can write the answer to these questions in the current situation. How important are in groups regarding the leadership process very interestingly and wisely? How important? Are they more of an asset or liability for the leader, and why? So, now today, we can say that his inner circle Joe Biden now proved to have assets are there.

Nevertheless, maybe there might be the experiences with your leadership style are the industrial experiences that you will find that is some of them those who are working with you and are you were working with your leader. Hence, you were into the inner circle, and then you will find it is they are becoming into the outer circle is there, so it depends on that particular situation that is in a given situation your leadership style how it is working?

And then when you are making these groups, whether the inner group is there or the outer group is there, you have to be considered enough that is anytime that exchange can be done, you can convert from the inner circle to the outer circle in from the outer circle to the inner circle is there. Once you are making these types of these inner circle and outer circle from the

case study, you can adopt that is the yes you can find out that is the how you are a style of leadership that is working.

While answering these two questions is an assignment, you will find that is you will be able to study your research the contents and then find out your research, your objectives and inputs what works for you and whether the transparency, transparency will be workable for you it will not be workable for you so that you will be able to decide nowhere during leader-member exchange your work engagement and job performance.

(Refer to Slide Time: 28:29)

The screenshot shows a research paper titled "Leader-member exchange, work engagement, and job performance" by Kimberley Breevaart and Arnold B. Bakker. The paper is published in the Journal of Managerial Psychology, Volume 30, Number 3, September 2015, pages 254-274. The DOI is <https://doi.org/10.1108/JMP-03-2013-0088>. The abstract discusses the relationship between LMX and job performance, work engagement, and job satisfaction. It highlights that high-quality LMX relationships are associated with higher levels of job satisfaction and lower levels of job burnout. The paper concludes that LMX is a valuable tool for improving organizational outcomes.

This particular paper that has explicitly been edited, as I have mentioned earlier, also is at this type of research that has become very popular, and nowadays, in journals, you will find so many research papers out there. So, you can differ the different journals for this particular theory, leader-member exchange theory, which has become the authors' favourite for writing papers.

Because that is making the study and then based on the studies, you can write a journal paper or write about these particular findings of these your research study may help you for your effective leadership is there.

(Refer Slide Time: 29:17)

## Purpose

- The purpose of this paper is to examine the process through which leader-member exchange (LMX) is related to followers' job performance. Integrating the literature on LMX theory and resource theories, the authors hypothesized that the positive relationship between LMX and employee job performance is sequentially mediated by job resources (autonomy, developmental opportunities, and social support) and employee work engagement.

## Design/methodology/approach

- In total, 847 Dutch police officers filled out an online questionnaire. Multilevel structural equation modeling was used to test the hypothesized relationships and to account for the nesting of employees in teams.



21

The purpose of this paper is to examine the process through which the leader-member exchange is related to the followers' job performance, and it is always better that is you can understand that is whatever the follower's job performance is there then you are making them to the taking them from inside to out, or the right from this stranger is continuing into the stranger are you are taking from the stranger to the acquaintance is there.

You are integrating the literature on LMX theory and research theories. The authors hypothesize that the positive relationship now is very, very important. There is a relationship between the leader and member between LMS, and job resources sequentially mediate employees' job performance. So, why it is so and what is to be done while making you are exchanging from your inner circle to the outer circle? This is becoming very important to the employee's job performance. Are you providing the autonomy on how to do this?

Taking the employees from the outer circle to the inner circle means how exactly you take by providing autonomy. So, suppose you have ten subordinates, and out of those ten subordinates, five if you are giving the autonomy, so you are shifting then you are shifting them from the outer circle to the inner circle as we have seen in the earlier slide that it was becoming only the formal relationship.

If you restrict the formal relationship, autonomy will not be there because it will be subject to the rules and regulations of the organization guided by the rules and regulations of the organization. Moreover, if it is rules and regulations, there is no autonomy because every job,

every position has certain rights and duties, and you are just following that; you are not going to break the boundaries. So, therefore it is autonomy only.

Then developmental opportunities now out of those ten people to whom you are providing the development opportunities are there if you are providing the development opportunities to some of them but based on what it is not just because you like them, or they are from the there is some similarity, or there is a shortcut in judging and shortcut in judging others means what? You are judging the other person only by them because he is from your place or he always favours you.

Moreover, therefore, in that case, you are giving the development opportunities no it is because of the competency. Whenever the inner circle was there, you were given a specific assignment and based on that assignment; there were developmental opportunities and social support. So, all the superior-subordinate colleagues and peers are supported there because he is the follower those who are into the inner circle are there.

An employee's work engagement is there and naturally here sequentially mediated by the job resources or work coming into the internal circle. Those who have been provided autonomy development opportunities, social support, and high work engagement are there. Now here design methodology approach is. There in total, 847 Dutch police officers filled out an online questionnaire. Multi-level structural equation modelling was used to test the hypothesized relationship and to account for employees' nesting in teams. So, therefore in that case, how these teams were formed.

**(Refer Slide Time: 32:42)**

## **Findings**

Employees in high-quality LMX relationships work in a more resourceful work environment (i.e. report more developmental opportunities and social support, but not more autonomy). This resourceful work environment, in turn, facilitates work engagement and job performance

## **Research limitations/implications**

This study emphasizes the value of high-LMX relationships for building a resourceful environment. In turn, this resourceful environment has important implications for employees' work engagement and job performance.

In the findings, employees in high-quality LMX relationships work in a more resourceful work environment that reports more developmental opportunities and social support but not more autonomy. Here is a very, very interesting finding is. There, we were talking about autonomy, social support and developmental opportunities. All three are provided. However, when we are making this particular analysis of these samples, we find that they report more developmental opportunities and social support in the inner circle of people.

However, not more autonomy may be the leaders are not in favour of this autonomy. This innovative work environment, in turn, facilitates work engagement, and the job performance is there for which this particular activity was formed. The limitation of a research paper is the value of a high LMX relationship for building a creative environment. In turn, this innovative environment has important implications for employees' work engagement and performance, which I have mentioned earlier in the above findings.

**(Refer Slide Time: 33:45)**

### Practical implications

- The results of the study emphasize the importance for subordinates to have a good relationship with their leader, since the quality of the LMX relationship is associated with the quality of the work environment. It also stresses the importance for leaders of having a good relationship with subordinates, since this is positively related to employees' work engagement and their appraisals of job performance. Research shows that engaged employees also have a better health and are absent less often.
- Studies also showed that it is possible to train leaders in their active listening skills, spending time talking to each subordinate, and sharing expectations. Compared to the control groups, this training led to gains in LMX quality, job satisfaction, and productivity

23

What is the practical implication of this tab of finding how this is useful to you? The study results of the study emphasizes the importance of subordinates having a good relationship with their leaders since the quality of element relationship is associated with the quality of the work environment. Hence, naturally, there is a good relationship, which also stresses the importance of having a good relationship with subordinates.

Since this is positively related to employees' work engagement, now you see that it is becoming vertical, so when the leader has an inner circle is having a positive relationship with their subordinates, research shows that engaged employees also have better health and are absent less often. So, higher is the work engagement is there that so far is this work on this the employee engagement bigger absorption and dedication.

So, as you will find they are more involved in a job there is less absent. Studies also showed that it is possible to train leaders in their active listening skills, spending time talking to each subordinate interaction more and more interaction and listening to them and sharing expectations and telling them what is expected? This communication is vital in my 35 years of experience; I have often seen subordinates complain that they are not very clear about what they are bosses want.

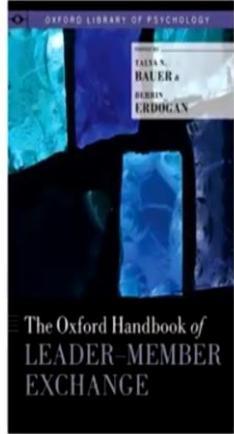
So, why because that is a lack of communication? It may be because of the formal roles or maybe the lack of trust and interpersonal relationship compared to the control groups, and this little training gangs in the leader-member exchange quality job satisfaction and the productivity is there and that you can find out.

(Refer Slide Time: 35:35)

**Book Recommendation**

**The Oxford Handbook of Leader-Member Exchange**

**Edited By:** Talya N. Bauer, Berrin Erdogan  
**Publisher:** ©by Oxford University Press  
**Language:** English  
**Paperback:** 560 Pages  
**ISBN-10:** 0199326193  
**ISBN-13:** 978-0-19-932619-8



The Oxford Handbook of  
LEADER-MEMBER  
EXCHANGE

Image Source: <https://www.amazon.in/Handbook-Leader-Member-Exchange-Library-Psychology/dp/0199326177>

The book recommendations for this leadership are Oxford Handbook of the Leader-Member Exchange.

(Refer Slide Time: 35:37)

**Book Recommendation (Abstract)**

LMX has grown from a new theory in the 1970s to a mature area of research in 2015. Interest in this theory has increased rapidly over the past four decades, and the pace of research in this area continues to accelerate dramatically. **The Oxford Handbook of Leader-Member Exchange** takes stock of the literature to examine its roots, what is currently known, what research gaps may exist, and what areas are in need of the most urgent research.



The Oxford Handbook of  
LEADER-MEMBER  
EXCHANGE

Image Source: <https://www.amazon.in/Handbook-Leader-Member-Exchange-Library-Psychology/dp/0199326177>

Moreover, in this book, we will find new theories in the 1970s to mature research areas in 2015. So, interest in this theory has increased rapidly over the past four decades, and the pace of research in this area continues to accelerate dramatically. The Oxford handbook of the Leader-Member Exchange takes stock of literature to examine its roots, what is currently known, what research gaps may exist, and what areas need the most urgent research.

(Refer Slide Time: 36:05)

## Book Recommendation (Contents)

CONTENTS		George Golding and Patrick F. McAllister
Part One - Foundations of Leader-Member Exchange (LMX)		21. Does Age Matter in LMX and Its Outcomes? A Review and Future Research Directions Donald R. Sosik, Michael D. Johnson, and Barbara M. Baucus
1. Leader-Member Exchange (LMX) Theory: An Integrative Approach Tobias K. Born and Bernd Edelmann	22. Leader-Member Exchange Theory: A Glance into the Future Barbara Edelmann and Tobias K. Born	
2. Leader-Member Exchange (LMX): Content Evaluation, Content Reinterpretation, Progress in Advancing Leadership Theory David V. Day and Daniel Wiedenbeck		
3. Leader-Member Exchange: A Multidimensional Perspective Robert C. Liden, Randolph M. Avolio, Craig M. House, and Sandy Lirtzman	8. LMX and Work Attitudes: Is There Anything Left Unsaid at Work? Oleg Zeynepoglu and Balbir Singh	
4. Leader-Member Exchange (LMX): From the Resource-Exchange Perspective: Reciprocity, Resources, Predictors, and Outcomes of LMX Jürgen A. Felfe, Katharina Schmid-Wilhalm, and David U. Fugate		9. Leader-Member Exchange and Performance: When We Are and When We Get from Here Edgar H. Schein and Liwei Yan (new)
5. Leader-Member Exchange and Justice Thomas V. Westerman and Maria T. Longenecker	10. LMX and Organizational Citizenship Behaviors Pamela Turner	
Part Two - Applications of LMX		11. Leader-Member Exchange from a Job-Specific Perspective: Sobriety, Sensitivity, and Shared Responsibility Sobriety, Sensitivity, and Shared Responsibility Sobriety, Sensitivity, and Shared Responsibility
6. How and Why High Leader-Member Exchange (LMX) Facilitates the Development of New Employees' Job Satisfaction Jens D. Bahngung and Sungjoo Han (new)	12. Leader-Member Exchange and Organizational Citizenship Behaviors Hans W. Frese, Achim C. Frese, and Axel M. Adelmann	
7. Leader and Followers' Perceptions and LMX Brigit Schönbach		13. Leader-Member Exchange and Newcomer Adjustment Le Phieu and Hoang
Part Three - Consequences of LMX		14. Leader-Member Exchange, LMX, Career Mobility, and Income Marie C. Kramer, Scott E. Seibert, and Scott L. Autio
Part Four - LMX Beyond the Dyad		15. LMX and Transformational Leadership: Examining Relationships at Individual and Group Levels Svenja Fouad, Pragya R. Tyebjee, and Chen-Hsiang Park
8. Tracking Networks, Social Strengths, and Cognitive Networks in LMX Lihong Wang and Mingming Zhou		16. Tracing Networks, Social Strengths, and Cognitive Networks in LMX Lihong Wang and Mingming Zhou
9. Leader-Member Exchange and Organizational Culture and Climate Viviane Compte and René		17. Leader-Member Exchange and Organizational Culture and Climate Viviane Compte and René
10. Issues in LMX		18. "Good" Leadership Using Corporate Social Responsibility to Enhance Leader-Member Exchange Dawn B. Malliaris and Deborah J. Rapp
11. "Good" Leadership Using Corporate Social Responsibility to Enhance Leader-Member Exchange Dawn B. Malliaris and Deborah J. Rapp		19. Building Leadership Through the Lens of International LMX Research Edgar A. Peleggiot
12. Diversity and LMX Discrepancy		20. Diversity and LMX Discrepancy

Image Source: <https://www.amazon.in/Art-Leadership-George-Manning/dp/0077862457>

This is the contents of the book, and here you will find different authors have given their different it is compiled book basically, and therefore you will find that is there are the issues and about the leader-member exchange beyond the dyad foundation and also you will find that what are the current issues are there in the leader-member exchange.

**(Refer Slide Time: 36:34)**

## References

1. Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (2015). *Leadership: Enhancing the Lessons of Experience* (8th Edition). McGraw Hill.
2. Robbins, S. P., Judge, T. A., & Vohra, N. (2019). *Organizational Behavior* (18th Edition). Pearson Education Inc.
3. Graen, G. B., & Uhl-Bien, M. (1995). Relationship-based approach to leadership: Development of leader-member exchange (LMX) theory of leadership over 25 years: Applying a multi-level multi-domain perspective. *The Leadership Quarterly*, 6(2), 219–247. [https://doi.org/10.1016/1048-9843\(95\)90036-5](https://doi.org/10.1016/1048-9843(95)90036-5)
4. Vroom, V. H., & Yetton, P. W. (1973). *Leadership and decision-making* (Vol. 110). University of Pittsburgh Press.

These are specific references for further reading, which you can refer to, and this is all about the leader-member exchange and how to become into the inner circle and, as a leader, how to interact with the inner circle people and outer circle people. However, one thing which, before I end, I want to share with you is that is inner circle people find, but you also have to understand analyze until you do not have the support of the outer circle people.

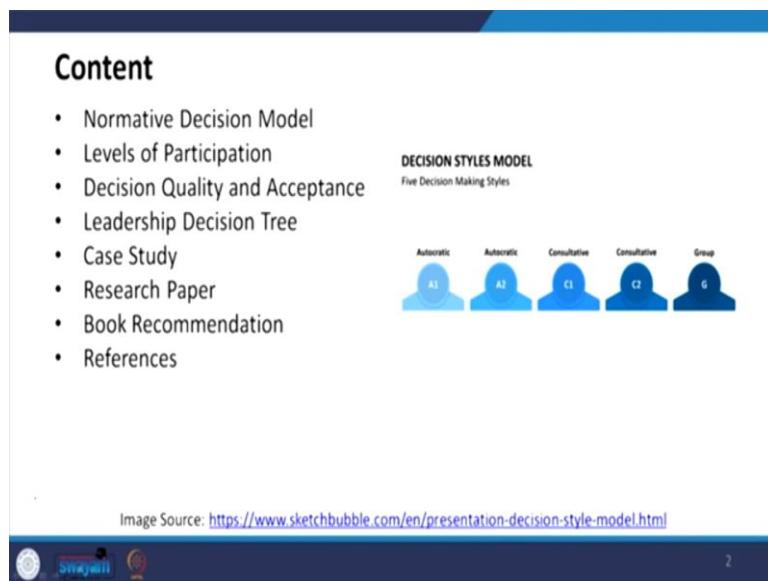
Moreover, the leadership will not be complete without confidence and trust between the inner circle people and the outer circle people. It will be incomplete ineffective, so be careful while making the leader-member exchange more successful as possible; thank you.

**Leadership and Team Effectiveness**  
**Prof. Santosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute Technology – Roorkee**

**Lecture – 08**  
**Normative Decision Model**

In the last session, we talked about the model, and now in this particular session, we will talk about the Normative Decision Model. In this normative decision model, we will discuss the decision styles in model 5, autocratic decision-making styles are there, consultative is there, and the group is there.

**(Refer Slide Time: 00:44)**



**Content**

- Normative Decision Model
- Levels of Participation
- Decision Quality and Acceptance
- Leadership Decision Tree
- Case Study
- Research Paper
- Book Recommendation
- References

DECISION STYLES MODEL  
Five Decision Making Styles

A1      A2      C1      C2      Group

Image Source: <https://www.sketchbubble.com/en/presentation-decision-style-model.html>

So, autocratic A1, A2 and the consultative C1, C2 and the group are there. So, here in this normative decision model, we will talk about the levels of participation, decision quality and acceptance, leadership decision tree, case studies, research papers, book recommendations and references as usual. So, in normative decision model of leadership believes decision making is a crucial element of leadership.

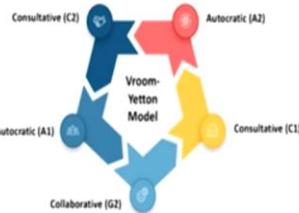
**(Refer to Slide Time: 01:10)**

## The Normative Decision Model

Normative Decision Model of leadership believes decision making is a crucial element of leadership and the model helps the leaders decide to which degree their team members should participate in decision-making process.

It was originally developed by Victor Vroom and Philip Yetton in their 1973 book, "Leadership and Decision Making."

So, it is also called "Vroom-Yetton contingency model", "Vroom-Yetton Model" or "Decision-Making Model".



(Vroom, V. H., & Yetton, P. W., 1973)

Image Source: <https://slidemodel.com/vroom-yetton-decision-model/>

Moreover, the model helps the leaders decide to which degree their team members should participate in decision-making. So, it is always a crucial element of that leadership. A leader has to decide to which degree the team member should participate in the decision-making process. Because you can either not allow the team members to participate, that is, the autocratic A1 is there, or to a certain extent, you are allowing them.

So, autocratic A2 is there, consultative C1 is there, and consultative C2 is there; therefore, in that case, you will find that these are the different levels of participation. Victor Vroom and Philip Yetton originally developed it in their 1973 book leadership and decision making, and so it is also called the Vroom Yetton contingency model. So, Vroom Yetton's model of the decision-making model where you can find out that is, again, that a leader has to decide.

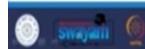
That is what will be the degree of participation in the decision-making process. If it is in the decision-making process, this particular level of the followers that have to be decided by the participation is there in normative decision model was designed to improve some aspects of leadership effectiveness. Moreover, Vroom and Yetton first investigated the decision-making process leaders in this case. The essential point in leadership is that it is the decision taken.

Decisions are mainly based on the vision you are creating a vision as a leader. So, based on your vision, you want to make a detailed roadmap, and during that implementation of the roadmap, you are supposed to take certain decisions.

**(Refer Slide Time: 03:09)**

### The Normative Decision Model

- The Normative Decision Model was designed to improve some aspects of leadership effectiveness. In this case Vroom and Yetton first investigated the decision-making processes leaders use in group settings. They discovered a continuum of decision-making processes ranging from completely autocratic (labeled "A1") to completely democratic, where all members of the group have equal participation (labeled "G2"), namely:
  - Autocratic (A1)
  - Autocratic (A2)
  - Consultative (C1)
  - Consultative (C2)
  - Collaborative (G2)



4

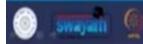
So that first investigated the decision-making process and what decision-making process the leaders are implementing in the group settings. They discovered a continuum of decision-making processes ranging from the utterly autocratic level A1 to completely democratic, where all group members have equal participation; level G 2 is there. So, G 2 level is that the collaborative is there where all group members have equal participation.

When we are talking about the autocratic A1, A2, then, in that case, it is the very, very limited participation is there or you can say that is a 0 participation is thereby these members. In contrast, in the consultative one and consultative 2, this step of these normative decision models has become essential; that is how they are making this the involvement of your team members into the decision-making model. If you are involved in the team decision-making model, then in the autocratic processes, the Leader solves the problem or makes the decision by himself or herself using the information available.

**(Refer Slide Time: 04:30)**

## Levels of Participation

- Autocratic Processes
  - A1: The leader solves the problem or makes the decision by himself or herself using the information available at the time.
  - A2: The leader obtains any necessary information from followers, then decides on a solution to the problem. Leader may or may not tell followers the purpose of questions or give information about the problem or decision leader is working on. The input provided by followers is clearly in response to leader's request for specific information. They do not play a role in the definition of the problem or in generating or evaluating alternative solutions.



5

So, it is totally that the Leader is not involving their team members rather than trying to solve the problems by himself. It has been observed that it is often becoming the very, very autocratic leaders that are decided by their own only about these particular models they decided they own many Indian leaders they are having the step of the leadership styles. However, the period has changed, and Indian leaders and managers are now shifted from the A1 to the G2 earlier than the A1.

Nevertheless, now that most leaders are using the G2 style, the Leader obtains any necessary information from followers and then decides on a solution to the problem. So here they are taking the followers' help but their help to get the information. Nevertheless, ultimately the decision will be taken by the Leader himself. He is there and then. As a result, the decision is to be taken by the Leader himself only involvement of these followers is to provide the information.

In the C1, the Leader shares the problem with the relevant followers individually and gets their ideas and suggestions without bringing them together as a group. So therefore, here, it is selective. In the last session, we talked about the leader-member exchange theory, and in the leader-member exchange theory, they talked about the inner circle and outer circle. So, inner and outer followers, so when we talk about the relevant followers.

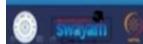
**(Refer Slide Time: 06:17)**

## Levels of Participation

- Consultative Processes

➢ C1: The leader shares the problem with the relevant followers individually, getting their ideas and suggestions without bringing them together as a group. Then leader makes a decision. This decision may or may not reflect the followers' influence.

➢ C2: The leader shares the problem with her followers in a group meeting. In this meeting, obtains their ideas and suggestions. Then makes the decision, which may or may not reflect the followers' influence.



6

So, they are the selective followers that have been considered and then, in that case, we will say that leadership style is that is the C1 style is there that is consultative processes are there. In the C2, her followers in a group meeting well in case of the C1, the individual followers have been taken into consideration. So x, y, z they will give their individual information to the Leader to take the decision.

Furthermore, the follower's influence is there, but in C2, you will find it is collective; it is a group of the meeting. Moreover, they make decisions that may or may not reflect the follower's influence and therefore, they do not need to influence the followers. Because it is a group discussion, their group process is there in G2 to the leader shares the problem with his followers as a group together they generate and together.

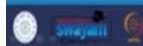
**(Refer Slide Time: 07:21)**

## Levels of Participation

- Group Processes

- **G2:** The leader shares the problem with his followers as a group. Together they generate and evaluate alternatives and attempt to reach agreement (consensus) on a solution. The leader's role is much like that of a chairman, coordinating the discussion, keeping it focused on the problem, and making sure the critical issues are discussed.

Leader can provide the group with information or ideas that he has, but he does not try to press them to adopt his solution. Moreover, leaders adopting this level of participation are willing to accept and implement any solution that has the support of the entire group.



7

The point is that together, they generate and evaluate the alternatives and attempt to reach an agreement consensus on a solution, and the Leader's role is much like that of a Chairman; coordinating the discussion is there. So, here we find that the leaders are making the decisions based on that and that together is, this becomes very important. Moreover, if they take this together, they generate and evaluate the alternatives, and then we will say it is a group process.

Moreover, it is not the Leader's role that he is taking the decision here. Instead, a coordinator coordinating and not an individual is taking the entire decision. Keeping it focused on the problem and making sure the critical issues are discussed and therefore in that case that whatever the critical issues are there that have been discussed as a coordinator everybody in the group members will participate they will discuss, and they will decide about this particular problem.

Moreover, always ensure that whatever the key critical issues are in that particular problem. For example, if we are deciding on the retrenchment of the workforce, then in the retrenchment of manpower, it will be decided that is the how this whether we have to go by the voluntary retirement scheme or we have to go by the shifting of the manpower, or we have to make the turnover or layoff of the employees.

So therefore, in that case, all these decisions will be taken. These discuss critical issues in this group process G2 is there, and here these critical issues have been discussed and will be decided

by the member. A leader can provide the group with information or ideas, but he does not try to press them to adopt his solution. So, it becomes essential that he does not try to press them to adopt his solution, whatever the information or ideas he has the leaders provide.

So, in the case of the previous ones we have tried, we have seen that he is making the decision. While here, he does not try to press them to adopt "his" solution. Moreover, therefore when we talk about that, whatever the solution is having and that solution is not have been adopted by this particular by the Leader himself only, but by the group more ever leaders adopting this level of participation are willing to accept. Furthermore, they are because a collective decision is there whenever we discuss a decision, quality in acceptance is there.

**(Refer Slide Time: 10:12)**

### Decision Quality and Acceptance

- After establishing a continuum of decision processes, Vroom and Yetton established criteria to evaluate the adequacy of the decisions made—criteria they believed would be credible to leaders and equally applicable across the five levels of participation.
- Vroom and Yetton believed **decision quality and decision acceptance** were the two most important criteria for judging the adequacy of a decision.
  - **Decision Quality** means simply that if the decision has a rational or objectively determinable "better or worse" alternative, the leader should select the better alternative
  - **Decision Acceptance** implies that followers accept the decision as if it was their own and do not merely comply with the decision.

After establishing a continuum of decision processes, Vroom and Yetton established criteria to evaluate the adequacy of the decisions made criteria, and they believed they would be credible to leaders and equally applicable across the five levels of participation. So, Vroom and Yetton established how to evaluate those criteria on whatever decisions are to be taken.

Moreover, therefore, the different criteria and adequacy of the decisions will be met. Moreover, these would be believed to be leaders in the five levels of participation. Vroom and Yetton's decision quality and acceptance were the two most important criteria for judging the adequacy of

a decision. So, decision quality means that if the decision has a rational or the objectively determinable "better or worse" alternative, the Leader should select the better alternative.

So, here decision quality is whether the decision is rational or objectively determinable. So, therefore, in that case, that particular rationale or the objectively, whatever the decisions are to be taken like that, should be the better or worse alternative. Moreover, the Leader should select the better alternative, and this will depend upon that the group members provide all information. However, the decision is that the Leader will take the better decision.

**(Refer Slide Time: 11:49)**

### The Decision Tree

- Vroom & Yetton also developed a set of questions to protect quality and acceptance by eliminating decision processes that would be wrong or inappropriate.
- Generally, these questions concern the problem itself, the amount of pertinent information possessed by the leader and followers, and various situational factors. Vroom and Yetton incorporated these questions into a decision tree. Primarily these include seven key aspects in form of seven questions to guide leader to appropriate style .

9

Also, Vroom and Yetton developed a set of questions under the decision tree to protect the quality and acceptance by eliminating decision processes that would be wrong or inappropriate. Moreover therefore, in that case, what happens? Decision quality is becoming very, very important. Furthermore, this decision quality will be decided by acceptance. So, therefore in that case that any process that is not appropriate or wrong that inappropriate or wrong has to be eliminated.

Generally, these questions concern the problem itself and the amount of what will be the set of questions. So, the set of questions will consist of the problem itself. The amount of pertinent information possessed by the Leader and the followers and various situational factors are there.

Vroom and Yetton incorporated these questions into a decision tree primarily. These include seven critical aspects in the form of 7 questions to guide the Leader to the appropriate style.

So, here, these seven key aspects are their situational factors in a decision tree and how it has been decided. So, the first is the quality of the decision important Vroom and Yetton leadership decision tree talks about.

(Refer to Slide Time: 13:13)



So, you will talk about the yes or no. So, if it is no, then his team's commitment to the decision is essential, and if it is no, no further discussion will be there. However, if the team is committed to the decision is crucial because we are talking about the quality of the decision, then yes. Then we will go for enough information. So enough information is needed to decide on your own, and here on this particular decision, the problem is well structured.

If we say yes and then decide on our own, and when we say no, then definitely, in that case, we will find that is the here we will go; it is a well-structured problem. Moreover, if the problem is not well-structured, if it is no, the decision yourself would be the team supporting it; yes, there is autocratic 2 in the autocratic two style A2. So, in the A2 style, what is decided that is the quality of the decision important? Yes. Is the team committed? Yes. Do you have enough information to decide on your own? Yes.

Moreover, if you made the decision yourself, would your team support it is there. Similarly, you will find that whenever we talk about leadership decision trees, it is the A1 C2, A1 G2, and then again, that is a group discussion; their autocratic decision will be there. Moreover, does the team share the organizational goals? Yes. Then definitely they will be the participant you will be there and enough information if there is not enough information.

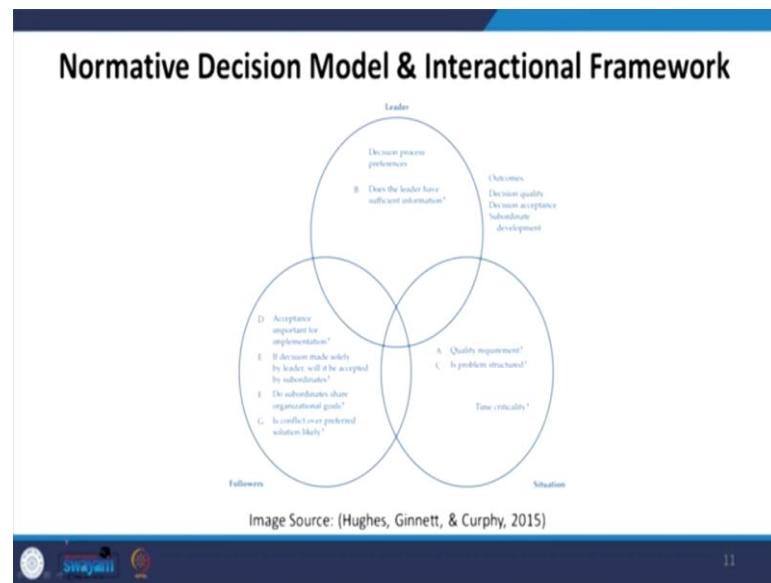
Then here, when ultimately you end with the conflict among the team over the decisions likely, the collective one will be the decision will be taken group discussions will be taken. So, therefore, here, you will find that on these parameters, there are the different yes and no you are to a decision tree has to be taken care of and then accordingly, you will adopt the appropriate leadership style will be there.

So, when we talk about these, suppose the conflict amongst the team over the decision is likely, and if it is no, then definitely, in that case, why A2 because the Leader can himself take the decision but while taking the information from the subordinates. Whenever we talk about his conflict among the team over the decision is likely, and when we are saying that the team support was not there, then definitely G2, that is, a participant 2 has to be adopted is there.

If a conflict is not to be taken likely to occur, you can adopt the C2 is there, and then you will have this collective C2 style of the leadership style adopted for taking that decision. So, now, these are the seven suggested, suggested questions in a given situation. Dear friends, you can try your situation as evidence-based management. I have talked the last time that this leadership is evidence-based management. It is not the traditional management now.

The difference between traditional management is that these models are given, and you have to apply that model as it is. However, now but then, sometimes these models are successful, sometimes not. So, it was the research. It was done and done when found that there were no other situational factors. So, the leader has to consider the other factors called evidence-based management. What is the evidence if there are situations and accordingly they will decide about whether this particular style of leadership will work or it will not work? Now in the Normative Decision Modeling interactional framework is there.

(Refer Slide Time: 17:37)



And then definitely whether the acceptance is there. So, if there is formal acceptance by the Leader, it will be decided accordingly. So, first, the Leader has to take these decision process preferences. What are the preferences are there, and these preferences will be why I would not take because of the quality requirement; if there is a quality requirement, you can focus on what information is there.

We see into A1, A2 and, C1, C2 types of the leadership on the chain for taking the decision. Moreover, if it is a problem structured, there is a situation. So, the Leader, followers, and situation are the acceptance necessary for the implementation. If a decision model is solely by the Leader, will the subordinate accept it or not? There is also to be seen. Otherwise, you will decide, and it will not be followed in the organization.

Often, it has been seen that if leaders are taking a decision that has not been acceptable to the followers, there is no point in accepting that particular decision is conflict over preferring the solution likely and then yes. If that is yes, it is there, then you are to make another decision based on that situation, yes and no; you can take the help of the decision tree. Moreover, based on the international framework, you can decide which style of leadership you can prefer.

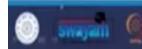
Once you decide about that particular leadership style, you can plan accordingly. That is how the decisions are to be taken. Now here is this particular concept of this leadership style for the decision making. I want to take this particular case study.

(Refer to Slide Time: 19:47)

### Case Study: Alvis Corporation

- Kathy McCarthy was the manager of a production department in Alvis Corporation, a firm that manufactures office equipment. The workers are not unionized.
- After reading an article that stressed the benefits of participative management, Kathy believed that these benefits could be realized in her department if the workers were allowed to participate in making some decisions that affect them.
- Kathy selected two decisions for an experiment in participative management. The first decision involved vacation schedules. Whereas, The second decision involved production standards.

(Yukl & Garden, 2020)



12

So Kathy McCarthy was the production department manager in Alvis Corporation, which manufactures office equipment. After reading an article that stays the participant's benefit to management, the workers are not unionized. Kathy believed that this benefit could be realized in her department if the workers were allowed to participate in making some decisions that affect them. Now this will be a prevailing situation for many of you.

Before, like these types of discussions or the courses, you might be taking your own decision. However, now you keep reading the article that involves the workers or your follower's group members. Kathy selected two decisions for an experiment in participative management. The first decision involved the vacation schedules the second decision involved the production standards.

So, she thought, why not adopt the participatory style of decisions? Therefore, these two matters are the vacation schedules and the production standards. She is decided on these particular decision strategies or policies that are to be made for these vacation schedules or the production standards. Moreover, that will be decided based on the participative management is there. Furthermore, if this becomes successful, she will go for this participative decision-making style.

(Refer Slide Time: 21:09)

### Case Study: Alvis Corporation

- **First Decision** Each summer the workers are given two weeks of vacation, but no more than two workers can go on vacation at the same time.
- In prior years, Kathy made this decision herself. She would first ask the workers to indicate their preferred dates, then she considered how the work would be affected if different people were out at the same time.
- It was important to plan a vacation schedule that would ensure adequate staffing for all of the essential operations performed by the department. When more than two workers wanted the same time period, and they had similar skills, she usually gave preference to the workers with the highest productivity.

(Yukl & Garden, 2020)



13

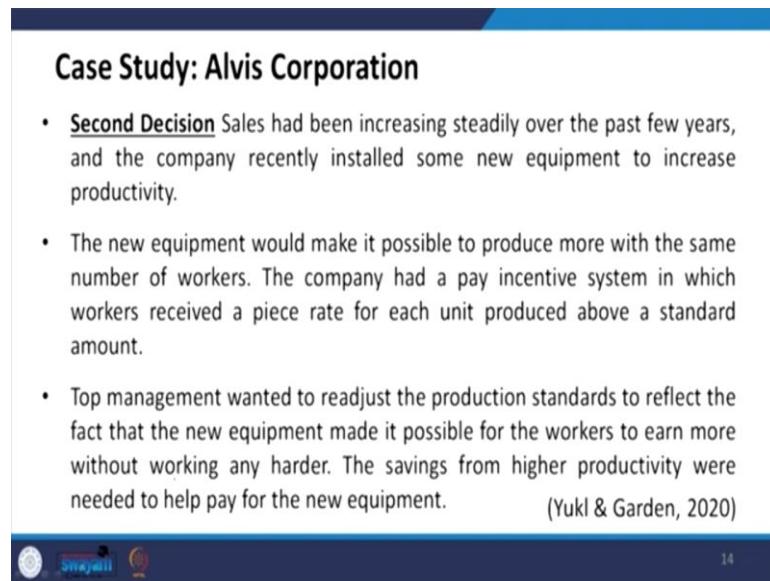
The first decision each summer, the workers are given two weeks of vacation, but no more than two workers can go on vacation simultaneously. So, the earlier the decision was that workers would go on two weeks, then two workers could go on vacation simultaneously. In prior years, Kathy decided who would go, and she would first ask the workers to indicate their preferred dates.

Then she considered how the work would be affected if different people were out simultaneously. So, therefore she was getting this information, information from the group members who wanted to go on the vacations and then decided. It was essential to play in the vacations schedule, and that would ensure adequate staffing for all of the essential operations performed by the department that all of us know that his work should not be suffered.

When more than two workers wanted the same period and had similar skills, she usually gave preference to the workers with the highest productivity. Now, this is also a fascinating point which you can note that is it not the seniority rather than it is the highest productivity which has been taken into consideration and therefore, in that case, it is a merit, merit-based. So, your area may not be for the production, but when you think the design wants to implement the same decision, you have to consider the merit for that particular.

Moreover, if the two subordinates are there, they want to go on vacation and who are the better performers that you are to see.

(Refer Slide Time: 22:48)



The slide has a blue header bar with the title "Case Study: Alvis Corporation". Below the title is a bulleted list of four points. At the bottom right of the slide is the reference "(Yukl & Garden, 2020)".

- **Second Decision** Sales had been increasing steadily over the past few years, and the company recently installed some new equipment to increase productivity.
- The new equipment would make it possible to produce more with the same number of workers. The company had a pay incentive system in which workers received a piece rate for each unit produced above a standard amount.
- Top management wanted to readjust the production standards to reflect the fact that the new equipment made it possible for the workers to earn more without working any harder. The savings from higher productivity were needed to help pay for the new equipment.

(Yukl & Garden, 2020)

The second decision is has been increasing steadily over the past few years and the company recently installed some new equipment to increase the productivity is there. So, the help of technology was taken to increase productivity. The new equipment would make it possible to produce more with the same number of workers. So, therefore in that case, always we talk about technology management.

Furthermore, nowadays, when we are about the artificial intelligence era, this era in the AI era, the same number of workers will be having the more production is there. So, here is a piece rate for each unit produced about west 100 amount. So, therefore what is an incentive piece? That means there is a product base, how much production has been done, there is a category production, there is a formula according to that formula piece rate is done, then the standard amount will be paid.

Top management wanted to readjust the production standard to reflect that the new equipment made it possible for the workers to earn more without working any more complex. So, therefore these production standards that is how new types of equipment are to be used for the workers. So that they can help them without working any harder, they can do the output is there.

**(Refer Slide Time: 24:08)**

### Case Study: Alvis Corporation

- Kathy called a meeting of her 15 workers an hour before the end of the workday and ask them to make their recommendations.
- Kathy figured that the workers might be inhibited about participating in the discussion if she were present, so she left them alone to discuss the issues.

(Yukl & Garden, 2020)



Workers discussing to make a decision

Image Source: <https://www.thebalancecareers.com/manufacturing-dress-code-4051113>

15

Then Kathy called a meeting of her 15 workers an hour before the end of the workday and asked them to make their recommendations. So, it was a tremendous trial done by her. Kathy, if you got that, the workers might be inhibited about participating in the discussion if she were present. So, she left them alone to discuss the issues. So that is a Leaderless discussion. Nowadays, this is also becoming very common and popular that decisions by the group members are done and without the Leader.

So, there is always a leaderless group discussion that the organizations prefer. So, here when she wants to take a particular decision and when we she was meeting this attempt, she what she which type of the leadership she was using that is the A1, A2, A3, A4 than in that case it is that it will be their C1, C2 type of the leadership will be there where she wants to discuss the issues with them without considering that what will be the decisions made will be done by the Leader. So, the Leader remains absent. The leader is not working there, so the group members will decide.

**(Refer Slide Time: 25:28)**

## Case Study: Alvis Corporation

- **Workers response to Decision 1** On the vacation issue, the group was deadlocked. Several of the workers wanted to take their vacations during the same two-week period and could not agree on who should go.

Some workers argued that they should have priority because they had more seniority, while others argued that priority should be based on productivity, as in the past.

Because it was quitting time, the group concluded that *Kathy would have to resolve the dispute herself. After all, wasn't that what she was being paid for?*

(Yukl & Garden, 2020)



16

The group's response to division 1 on the vacation issues was deadlocked. Moreover, several of the workers wanted to take their vacations during the same two week period and could not agree on who should go. So, this was a deadlock was there. That is the yes, like here in the Indian context; I would like to share my experience data whenever there are the on this Diwali holidays. So, everybody wants to go on leave; this question arises: we will go on leave.

So, in some organizations, it is a seniority basis. In some organizations, it is a merit basis. Nevertheless, it is always a conflicting issue is there. So, here also the conflict was not resolved it was there was a deadlock, the deadlock was dead yes all of us want to go on the same Diwali week festival for example that is for Diwali festivals we want to go to all of us want to go, but at the time two can go. Some workers are good. They should have priority because they have more seniority.

While others argued that priority should be based on productivity in the past, in that case, it is always the conflict between the merit and the seniority is there. Because it was a quitting time, the group concluded that Kathy would have to resolve the dispute herself. After all, was not that what she was being paid for? So therefore, in that case, let the manager decide because he is paid for that solution to these types of problems.

**(Refer Slide Time: 27:07)**

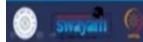
## Case Study: Alvis Corporation

- **Workers response to Decision 2** When Kathy returned to her department just at quitting time, she was surprised to learn that the workers recommended keeping the standards the same. The worker speaking for the group explained that their base pay had not kept up with inflation, and the higher incentive pay restored their real income to its prior level.

**Q1)** Were the two decisions appropriate for a group decision procedure according to the Vroom-Yetton model?

**Q2)** What mistakes were made in using participation, and what could have been done to avoid the difficulties the manager encountered?

(Yukl & Garden, 2020)



17

Workers responded to Decision 2 when Kathy returned to her department just at quitting time. Moreover, she was surprised to learn that the workers recommended keeping the same standards. The worker speaking for the group explained that their base pay had not kept up with inflation and the higher incentive pay restored their actual income to its prior level. So therefore, in that case, it was there.

So that again, it was the same number for the group explained that to give it the inflation and the higher incentive pay restored their actual income to its prior level. So the question arises where the two decisions are inappropriate for a group decision procedure according to the Vroom Yetton model. How will they apply? This is for your assignment, what mistakes were made in participation, and what could have been done to avoid the manager's difficulties.

So therefore, in that case, the workers gave no solution, and it was left to Kathy only. So, it means that that particular participation process is not fruitful or complete. So, therefore what do you think is what mistakes have been made and then using these difficulties the manager then if you are the manager how you will take it decision. So, therefore you have to study all this data from sheltered Yetton model and then the decision tree and then accordingly, you have to decide with the help of the decision tree.

**(Refer Slide Time: 28:39)**

## Research Paper



Management Decision  
41/10 [2003] 968-978  
© MCB UP Limited  
[ISSN 0025-1747]  
[DOI 10.1108/00251740310509490]

### Educating managers for decision making and leadership

#### Keywords

Leadership, Decision making,  
Teambuilding, Decision trees,  
Management development,  
Delegation

#### Victor H. Vroom

John G. Searle Professor of Organization and Management,  
Yale School of Management, New Haven, Connecticut, USA

### Purpose

- This paper describes a research program, spanning three decades, on the development of Normative model of leadership style- specifically, the form and degree to which managers should involve team members in decision making.

18

Now, this is the research paper, and it is the educating managers on decision making in leadership. This paper describes a research program spanning three decades to develop the normative leadership style model, specifically, the form and degree to which managers should involve team members in decision-making. So, here you will find that this particular leadership decision-making model has been used with the help of this case study. Also, you can understand what type of research is required?

Now please understand that every organization has to do its research, and they have to identify that is the how these Vroom's model Vrooms Yetton model of the decision making tree that will be applicable. Furthermore, in that case, it has to be seen that is whether these team members in decision making they are making the appropriate decisions or not.

**(Refer Slide Time: 29:43)**

### **Design/methodology/approach**

- Historical review of the participation in decision making is conducted along with describing the development journey of normative model of decision making for a leader.
- Also, With the help of three brief cases, practical application of participation in decision making is discussed accompanied by instances pointing out the successful implementations and challenges faced by managers while practicing participation from followers in decision making process.



19

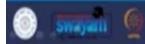
So, a historical review of the participation in decision making is conducted along with a describing the development journey of the normative model of decision making for a leader. So, here it has to be seen, which is the developmental journey of good decision making for a leader. That depends on whatever has been the history book review in participation. So, in some organizations, even if you are encouraged to participate, you but what they say the boss is better some like in this case we are saying seen.

A boss is better for this particular style of these problems to be solved. Therefore, even when you are going for the participation decision, it is not working. Also, with the help of the three briefcases, the practical application of participation in this paper in decision-making is discussed, accompanied by the instances pointing out the successful implementations and challenges faced by the managers while practicing participation from followers in the decision-making processes.

**(Refer to Slide Time: 30:42)**

## Findings

- With the help of Normative decision making model, leadership styles to be used in three different cases were identified.
- While looking for the applications of Normative model, authors found that the one CEO of a large organization even sent the a memorandum to senior executives to use pencil-and-paper version of the model. Whereas another government executive makes it mandatory for the managers to use "Vroom Analysis" before taking any decision.
- It was found that in some cases the model didn't benefit much, especially where no experiential activities were conducted after training managers in concepts of the model.



20

With the help of the normative decision-making model, leadership styles to be used in 3 different cases were identified. While looking for the applications of the normative model, the authors found that the one CEO of a large organization so, therefore this normative decision-making model and the leadership style that has to be taken in different cases were identified. So, you can refer to this paper and find out these cases.

Moreover, once you have a large organization, send the memorandum to the senior executive to use a pencil and pen version of the model. In contrast, another government executive makes it mandatory for the managers to use the Vroom analysis before deciding. So one freedom was given in the one case while it was then done for another. It was founded in some cases that the model did not benefit much, especially where no experiential activities were conducted after training managers in concept of the model.

**(Refer Slide Time: 31:48)**

## Implications

- The authors argue that didactic expositions of the model are largely ineffective in producing behaviour change unless accompanied by experiential activities which enable managers to examine their own implicit assumptions about the consequences of sharing their decision making power.
- The author implies that having models of when and when not to employ participation can be useful guide, but its real utility is likely to be realized with educational activities designed to encourage members to examine and reflect upon their own assumptions about the leadership and the ways in which their existing behaviour patterns may fall short of what is needed in today's world



21

Moreover, the model participation decision-making model has not been worked; the authors argue that didactic expositions of the model are largely ineffective in producing behaviour change unless accompanied by the experiential activities that enable managers to examine their implicit assumptions about the consequences of sharing their decision making power is there.

So, therefore, in that case, this step of the model is ineffective in producing the behavioural change that asks the followers to take the decision unless there are an experiential activity witness so expansionary activities like the Kathy as Yetton whether about the vacations What is your opinion? So all of you, please discuss and let me know which enables managers to examine their implicit assumptions.

So, unless and until it is not experiential activities are not done, it is tough to say that this model will work. The Author implies that having models of when and when not to employee participate can be helpful. However, its real utility is likely to be realized with educational activities designed to encourage members to examine and reflect upon their assumptions about leadership and how their existing behaviour patterns may fall short of what is needed in today's world.

So, therefore, in that case, it is becoming essential that whatever you are making, you want to apply that model. So, you have to educate your employees unless you will not be successful until

you do not have to educate. The books recommended for this particular leadership decision making is about this.

**(Refer Slide Time: 33:34)**

### Book Recommendation

#### Leadership and Decision-Making

**Authors:** Victor H. Vroom & Phillip W. Yetton  
**Publisher:** ©1973 by University of Pittsburgh Press  
**Language:** English  
**Paperback:** 248 Pages  
**ISBN-10:** 0822974142  
**ISBN-13:** 978-0-82-297414-7

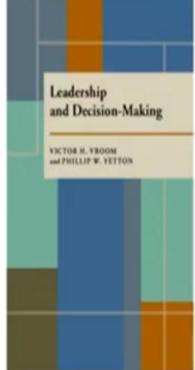


Image Source: [https://www.google.co.in/books/edition/Leadership\\_and\\_Decision\\_Making/LX6ZBRsX3kAC?hl=en&gbpv=0](https://www.google.co.in/books/edition/Leadership_and_Decision_Making/LX6ZBRsX3kAC?hl=en&gbpv=0)

The original model gave authors that are victor H. Vroom and the W. Yetton and which you can refer to for this group's further understanding.

**(Refer to Slide Time: 33:47)**

### Book Recommendation (Abstract)

- Vroom and Yetton select a critical aspect of leadership style-the extent to which the leader encourages the participation of his subordinates in decision-making.
- They majorly describe a normative model which shows the specific leadership style called for in different classes of situations.
- Other chapters discuss how leaders behave in different situations. They look at differences in leadership styles, and what situations induce people to display autocratic or participative behavior

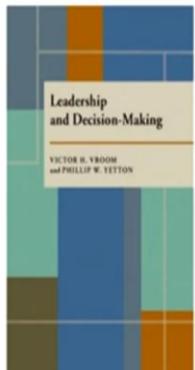


Image Source: [https://www.google.co.in/books/edition/Leadership\\_and\\_Decision\\_Making/LX6ZBRsX3kAC?hl=en&gbpv=0](https://www.google.co.in/books/edition/Leadership_and_Decision_Making/LX6ZBRsX3kAC?hl=en&gbpv=0)

Vroom and Yetton select a critical aspect of leadership style the extent to which Leader encourages his subordinates' participation in decision-making is there. Moreover, they describe a normative model that shows the specific leadership style is called for in different situations. So,

therefore it is becoming the specific leadership style is there they may have different classes are situations the normative model will be decided.

Moreover, therefore in a given situation, in this book, it has been mentioned that the leader should behave. So, let us behave in the different situations they look at the differences in leadership style and what situations induce people to display autocratic or participative behaviour. So that has been discussed in this particular book. So, what you can learn from this particular book is if you find this similar situation as mentioned in the book.

Then you can try to adopt a particular style of decision-making style. However, I would like to segues that is this book's journal papers there giving the exposure understanding, but ultimately, the decision has to be taken by the manager on his own he cannot copy the decision from the books, and one should not. Because they are so often mentioned, there are critical dimensions in the culture and the followers.

So, when we talk about the culture and followers, you have to see how they are working at your workplace. Furthermore, accordingly, you have to decide whether this model will work in a given situation or not.

**(Refer Slide Time: 35:35)**

## References

1. Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (2015). *Leadership: Enhancing the Lessons of Experience* (8th Edition). McGraw Hill.
2. Robbins, S. P., Judge, T. A., & Vohra, N. (2019). *Organizational Behavior* (18th Edition). Pearson Education Inc.
3. Vroom, V. H., & Yetton, P. W. (1973). *Leadership and decision-making* (Vol. 110). University of Pittsburgh Press.
4. Yukl, G. A., & Gardner, W. L. (2020). *Leadership In Organizations* (9th ed.). Pearson Education Inc.



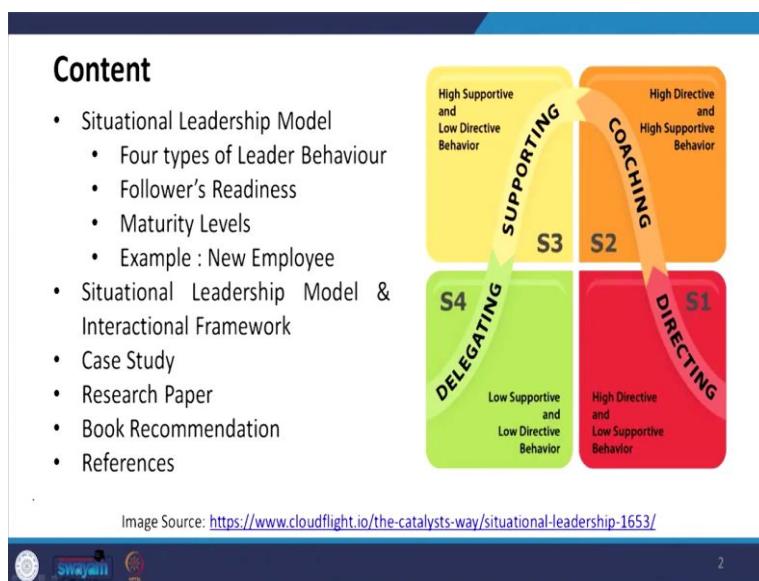
These are the specific reference for this particular topic to the normative decision-making model where you can go through these books and literature this is all about the normative decision-making model given by the Vroom and Yetton and create a decision tree and make the decisions. Thank you.

**Leadership and Team Effectiveness**  
**Prof. Santosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology – Roorkee**

**Lecture – 09**  
**Situational Leadership Model**

So, earlier models of which we have discussed about the leader-member exchange theory and vroom-yetton and decision tree model is there. Now, interestingly with the pair of research because earlier the trait theories, the behaviour theories and on basis of those theories that different models have come. So now, the question arises about the situation, and therefore, in that case, the situational leadership model that we will see that is how it has been working. Now in the situational leadership model, the 4 types of leader behavior are there that we will be discussing.

**(Refer Slide Time: 00:57)**



The follower's readiness is in very much more important than the maturity levels of the follower then-new employee in that situation and then in the case of the situational leadership model and interactional framework as usual the case study, the research papers, book recommendations, and the references that we will be discussing. So, here whenever we are talking about the situational leadership model also called the Hersey-Blanchard model is primarily concerned with the maturity level of the team members is there.

**(Refer Slide Time: 01:36)**

## Situational Leadership Model

- Situational leadership also called the “Hersey-Blanchard model,” is primarily concerned with the maturity level of a team’s members.
- High maturity team members are experienced and able to make decisions independently.
- Moderate maturity employees are capable, but lack confidence, or have confidence but are not willing to complete the tasks they are assigned.
- Low maturity employees are enthusiastic and willing but do not have the skills or experience to complete tasks.



3

This is one of the models of situational leadership. And in this case Hersey-Blanchard model, there are different situations that have been considered and the leader should adapt the flexible leadership style. And high maturity team members are experienced and able to make decisions independently. And therefore, in that case, that is whenever there is the followers those who are having the team members mean followers basically or your team members are there and when they are having a high maturity level are there.

Then definitely yes, they can make their decisions and make decisions very independently. So, for example, the section heads, so section heads it is expected that they are having a high maturity model is the maturity level will be there. And when they are having a high level of maturity then definitely their decisions, they can take the decisions independently. And here we will talk about the moderate maturity employees are capable of but lack confidence.

So, there is another category of these, the followers are that they are having the not high maturity they are having the moderate maturity but it is a high maturity level they take the decisions independently. The moderate maturity employees are capable, but lack confidence or have confidence but are not willing to complete the tasks they are assigned. So, therefore, because of lack of confidence and they are not willing to complete the task that their task has been assigned.

And the low maturity employees are enthusiastic and willing but do not have the skills or experience to complete the tasks is there. So, here the Hersey-Blanchard has talked about the 3-maturity level, where the high maturity moderate maturity level and the low maturity level is there.

**(Refer Slide Time: 03:36)**

### Situational Leadership Model

The Situational Leadership Model offers answers to two important leadership questions as follows:

- Is there an optimum way for leaders to adjust their behavior with different followers and thereby increase their likelihood of success?
- What factors should the leader base his behavior on—the follower's intelligence? Personality traits? Values? Preferences? Technical competence?

(Hersey, & Blanchard, 1969)



4

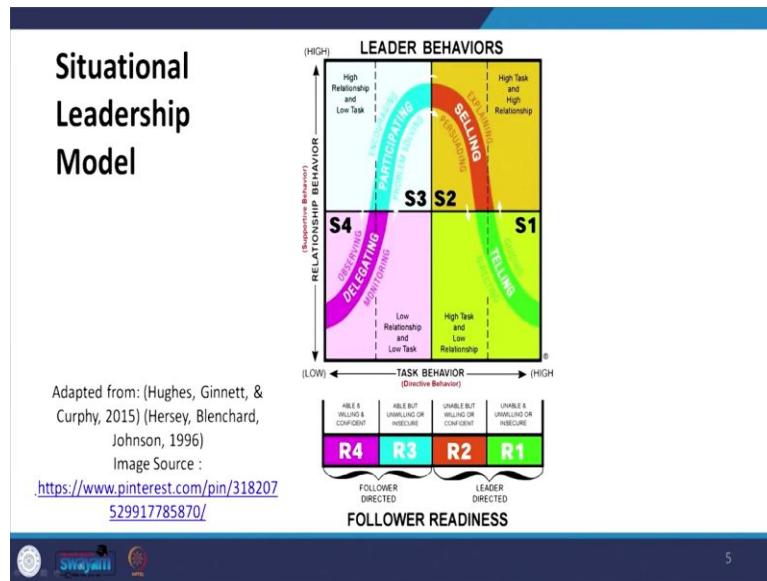
This situational leadership model offers answers to 2 important leadership questions is there an optimum way for leaders to adjust their behaviour with the different followers and thereby increase their likelihood of success. And therefore, in that case, it will be always important that is the leader has to adjust the behaviour according to the maturity level of the followers. So, if they are different followers and there their maturity levels are different.

Then definitely, in that case, the leader is supposed to have these particular the flexibility that is the how to adapt to the maturity level is there. What factor should the leader base his behavior on the followers' intelligence and therefore, in that case, it has become very very important that is the leader of behavior the followers' intelligence that has to be taken care of. So, in this case, is the follower's intelligence is important or his personality traits are important.

The value system of the follower is important or the preference which he has is important other technical competence is important. So, therefore in that case the leader has to take care of these different dimensions. And when he takes care of these different dimensions then, in that case, he

will be adapting the different leadership maturity models so here you will find that is the there are the 4 types of the leaders are there, leader behaviours is there and those that is a task behaviour and the relationship behaviour is there.

**(Refer Slide Time: 05:21)**



When the task behavior is directive behavior is there. So, in this case, there is a low relationship and a low task is there. So, when it will be happening that when there is a delegating is there. So, delegating means giving that particular opportunity to the followers so that they will be there is not necessarily to interact with mature with them and therefore they will be on the low relationship and low task there.

So, here you will find that there are the R1, R2, R3 and R 4 are there is unable and unwilling for the insecure is there. So, if R1 style is there unable and unwilling is there then in that case you have to go further telling style. The telling style that is autocratic style is there. So, in autocratic style because neither they are willing to work your followers are unable and unwilling. So, therefore in that case, it is always better that is you are having the telling style is adapted.

The second maturity level is that. That is the unable but willing or the confident is there. And therefore, in that case, this type of follower they are willing to perform. A simple example if I do not know the operation of this particular machine how to do that. Then, in that case, I am unable, but I want to know and I want to do this job. So, they are the willing is the confident type of

these the followers are there. When you are having the unable but the willing are confident employees then you can go for the selling style of this leadership style.

Selling style means that is explaining, explaining them, and persuading. So, therefore in that case, what will happen? That is they will be able to do the task because they are unable but willingness is there. So, once your leadership explains them selling means explained and persuading there. So, here it will be a high task and a high relationship will be there. Now, whenever we are talking about the third level of R3 level of the level maturity level of the followers they are able but unwilling or insecure.

So, if they are unable but they are able they are competent but they are not doing the task that is unwilling to perform there so, therefore, it is that easy it will be encouraging, encouraging will be in the problem-solving. So, therefore what do you have to do? You have to interact with them, because these are the employees, those who are very important and because they are able so, competent to employ, but they are not performing.

So, whenever these competent employees are not performing you have to give them the encouraging also and the problem-solving. So, once you adapt this particular style, then definitely in that case, you will find that is your leadership style will be more successful according to the situation is there. Suppose, you are having the able and willing and confident employees you know so, therefore from unable to we come to the able and unwilling R1 to the R4 that is the unwilling to the willing.

So, when we are having able and willing so, no telling style, no autocratic style is required no selling style because they know their jobs and they are willing also and they are able also here and they are able and because they are able. So, it is not like that is unwillingness because they are having the willingness also. So, therefore, in that case, it is just observing and monitoring that will do because these are the competent employees.

And whenever you are having these competent employees those who are able and willing then definitely you can do whatever a leadership style that will be the delegating style will be there.

So, therefore these 4 leadership styles, telling style, selling style, participating style and delegating style. And all these 4 styles of these leadership that will depends on the R1 R2 R3 and R4 situations that is the maturity level of followers whether they are able and willing delegating is there.

They are able but unwilling to participate is there they are unable but willing selling style is there and telling style that is totally they are unable and unwilling is there. Here you can also connect to what we discussed earlier A1 A2 C1 C2 and G2 is about the autocratic style and participating style in the democratic style. And therefore, in that case, whenever you find people are they very hard to work to then, in that case, you will be autocratic style. So, as per the situation you do this act you act as per the situation and adapt the flexible leadership style.

So, it, then one more important point is there that is in the case the one person can be unable and unwilling for the one task but he can be able and willing for another task. I hope you are getting my point that is the same person. So, it is not about the person it is about the a given situation and person. So, for a given task if the person is able and willing. So, then definitely, in that case, you can go for that particular D is a delegating style but the same person can be unable and willing with the same person you can adapt the selling style.

So, what I want to say that is it will be the situation, the person is the same, situation changes immediately you have to also change your leadership style.

**(Refer Slide Time: 12:04)**

## Leadership Behaviour

Situational Leadership Model suggests four types of Leader Behaviour

- **Delegating style:** This style allows other team members to be responsible for certain tasks or to lead subgroups. This style best suits a team of high maturity employees because it requires team members to be both confident and capable.
- **Participating style:** This style focuses on sharing ideas and decisions. Leaders who use the participating style might apply it to moderately mature team members who are capable but lack confidence and need one-on-one mentoring.

6

So, 4 types of this delegating style are other team members to be responsible for certain tasks to lead subgroups. And this style best suits a team of high maturity employees because it requires team members to be both confident and capable. Then the participating style is there. This style focuses on sharing ideas and decisions leaders who use a participating style might apply it to moderately mature team members who are capable but have low confidence and need one on one mentoring is there.

(Refer Slide Time: 12:28)

## Leadership Behaviour (Cont.)

- **Selling style:** This term refers to a style that involves the leader attempting to sell his ideas to the group by persuasively giving task instructions. This may sometimes suit moderate team members, but it is best used with employees who are confident but unable to complete tasks.
- **Telling style:** This style is used by leaders who frequently give explicit directions and who supervise all tasks closely. This style best suits low maturity followers who are unwilling as well as unable to act independently.

7

Selling style is there this term refers to a style that involves the leader attempting to sell his ideas to the group by persuasively giving task instructions. This may sometimes suit moderate team members, but it is best used with the employees who are confident but unable to complete tasks

is there. So, therefore in that case, this leadership style will be working with those employees, those who are confident but unable to complete. So, what you are selling means you will give the ideas you will support them. So, that they can perform the task.

The telling style is that is autocratic style is there, give me explicit directions and who supervise all tasks closely. These style best suits low-maturity followers who are unwilling as well as unable to act independently and therefore in that case, they will be having the telling style is there.

**(Refer Slide Time: 13:13)**

### Follower's Readiness

- In Situational Leadership, follower readiness refers to a **follower's ability and willingness to accomplish a particular task**.
- Readiness is not an assessment of an individual's personality, traits, values, age, and so on. It's not a personal characteristic, but rather how ready an individual is to perform a particular task.
- Any given follower could be low on readiness to perform one task but high on readiness to perform a different task.

8

So, in situational leadership follower readiness refers to the followers' ability and willingness to accomplish a particular task, and therefore in that case, in case of the situational leadership, the followers have that ability and willingness. That is becoming our maturity parameters to accomplish a particular task so readiness is not an assessment of individual personality traits, values, age and so on. It is not a personal characteristic, but rather how ready an individual is to perform a particular task.

So, as I mentioned it there will be the readiness is there. So, therefore if the person is ready to perform a particular task. But then he is not having that ability, then definitely you will adapt the appropriate which are selling style we will approach. So, any given follower could be low on readiness to perform one task, but high on readiness to perform different tasks. So, therefore,

focus on that particular situation for certain tasks like for example, detouring tasks so for touring a task one may be able, but unwilling.

So, which leadership styles you will adapt. So, you will be adapting the participating style is there one person who is able and willing that particular task of touring. So, therefore he is willing for touring also he is also able so, what type of leadership style you will adapt? So, that is the delegating style that will be there. So, therefore, in that case, the appropriate leadership style will be adapted.

**(Refer Slide Time: 14:58)**

### Maturity Levels

- Based on Ability and will of the followers the theory proposes four maturity levels of followers :
- **Unable and unwilling:** followers lack the knowledge, skills, and willingness.
- **Unable but willing:** followers are willing and enthusiastic, but lack ability.
- **Able yet unwilling:** followers have the skills and capability to complete the task, but are unwilling to take responsibility.
- **Able and willing:** followers are highly skilled and willing to complete the task.



9

They are unable and unwilling the knowledge followers lack the knowledge skills and willingness. I always talk about the case model and therefore, in that case, you will find that is the case a knowledge, skill, and attitude and therefore, willingness is an attitude is there. So, if you adapt it knowledge, skill, and willingness, then the maturity level of unable and unwilling is there.

So, then if it is low then definitely will go for the autocratic style unable but willing is there so, followers are willing and enthusiastic, but let the ability is there so, therefore in that case when they are unable and the willing because already, I mentioned earlier also in the style that is for the unable, but willing is selling style able yet unwilling is participating still able and willing, they will be the delegating style will be there. So, these were the maturity levels are there. Now

let us take an example of the new employee. A new person join your team and you are asked to help them through the first few days.

**(Refer Slide Time: 15:57)**

### Example : New Employee

- A new person join your team and you are asked to help them through the first few days. You sit in front of a PC and tell them you have some work to do and then you leave for a meeting.
- **What happened?** Here the follower is on R1 (unable and unwilling) and you have opted S4 (delegating), so everyone loses as the new person feels helpless and unmotivated as well as you failed as a leader
- **What should have happen?** You should leave detailed instructions and a checklist for the new person i.e. you should have opted for S1(telling) Leadership style



10

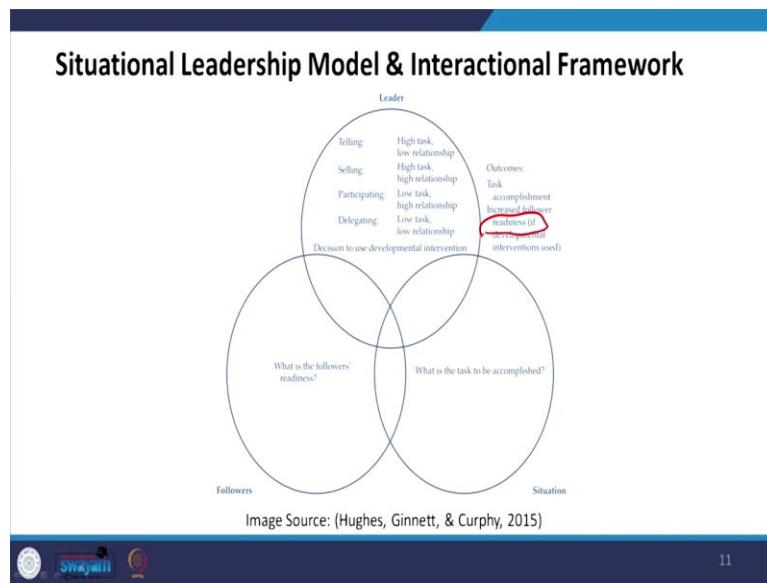
You sit in front of a PC and tell them you have some work to do and then you leave for a meeting a very interesting exercise you can do to implement and check this particular leadership model. So, whenever a new person that is the new employee who joins you and you want to find out that what is the maturity level of this particular person. So, therefore, you have to tell them you have some work to do and then you leave for a meeting. What happened? Here the follower is on R1 unable and unwilling and you have opted S4 delegating.

So, everyone loses as the new person feels helpless and unmotivated as well as you failed as a leader. So, therefore, in that case, whenever the new person has joined. What should have happened? You should have detailed instructions and a checklist for the new person you should have opted for S1 telling leadership style there. So that is close supervision and directions which are supposed to be given to these new employees there.

Because you are just said and you are assuming that is this new employee will be able to do but definitely in that case because the person is new to organization, he does not know what to do, how to do, whether it is right or not? So, his confidence level is very low so you cannot go for the delegating here dear friends. So, what is required is that is here that is a clear-cut instructions

are required, directions are required and it is a telling style is required. In the case of the situational leadership and international framework is there. So, then here the telling, selling, participating and delegating. Decision to use that is a development interventions are to be there.

**(Refer Slide Time: 17:54)**



11

So, therefore in that case whenever we are talking about the accomplishment of any task which is to be completed or increased the follow readiness, this is very very important. A very important point, I think that is you should also observe readiness. Many times, I come to across this particular situation and find that is the even the person because he is able and unwilling and therefore, his readiness is low.

Your readiness is low to perform readiness is low to accept, so readiness and we can talk later on in detail about the readiness of followers. So, what is required to increase readiness developmental interventions are needed no again, here is a question how effective will be your developmental interventions because if the person's maturity level is low even you try to give him the developmental instrumentations and interventions apply, but he will not be able to grasp it, he will not accept it know.

Therefore, he is he will be reluctant to increase readiness. So, you are all developmental interventions that will fail. So, what to do in that case? You have to find out whether a person is able or not. A person is able and when his readiness is low, you have to go for the participating

style but you are participating style if does not work. So, then you are to see whether the person after the consulting the person and encouraging what was the word that was encouraging and participating.

But encouraging and participating you are asking him that is okay what is the problem why you are not delivering, you are supposed to deliver like these, you can do this. But he is not delivering, he is not able to understand your instructions then, in that case, it is better to be the telling style move to the telling style is there because his ability will be converted into unable. Because the unwillingness is there already and we are classifying that particular person into the able but that person is not into that able category.

So, therefore in that case it was a wrong notion that is for that particular task he will treat him as unable if our developmental intervention does not work. So, therefore you have to find out that what is the follower readiness is there and it seems that there is no readiness is there. So, what is the task to be accomplished that is a situation is there and if the task has to be completed in a timely then definitely in that case, the leader has to take the action and get the work done.

**(Refer Slide Time: 20:56)**

### Case Study: Why Aren't they listening

- Jim Anderson is a training specialist in the human resource department of a large pharmaceutical company. In response to a recent companywide survey, Jim specifically designed a six-week training program on listening and communication skills to encourage effective management in the company.
- Jim's goals for the seminar are twofold: for participants to learn new communication behaviors and for participants to enjoy the seminar so they will want to attend future seminars.
- The first group to be offered the program was middle-level managers in research and development. This group consisted of about 25 people, nearly all of whom had advanced degrees.

(Northouse, 2019)



12

So, case study why are you not the listening, Jim Anderson is a training specialist in the human resource department of a large pharmaceutical company. In response to a recent company-wide survey, Jim specifically designed a 6 weeks training program on listening and communication

skills to encourage effective management in the company. A very interesting and relevant case for you so, Jim's goals for the seminar are twofold for participants to learn new communication behaviors and for participants to enjoy the seminar.

So, they will want to attend future seminars. The first group to be offered the program was middle-level managers in research and development. This group consisted of about 25 people, nearly all of whom had advanced degrees there.

**(Refer Slide Time: 21:41)**

### Case Study: Why Aren't they listening (Cont.)

- Most of this group had attended several in-house training programs in the past, so they had a sense of how the seminar would be designed and run.
- Because the previous seminars had not always been very productive, many of the managers felt a little disillusioned about coming to the seminar.
- As one of the managers said, "Here we go again: a fancy in-house training program from which we will gain nothing."
- Because Jim recognized that the managers were very experienced, he did not put many restrictions on attendance and participation.

(Northouse, 2019)

13

Most of this group had attended several in-house training programs in the past so they had a sense of how the seminar would be designed and run. Because the previous seminars had not always been very productive, many of the managers felt a little disillusioned about coming to the seminar. As one of the managers said here we go again a fancy in-house training program from which we will begin nothing because Jim recognized that the managers were very experienced, and he did not put many restrictions on attendance and participation.

This is to be learned, that is those who are having the already experienced one. So, attendance and participation are you cannot make compulsory as per younger students in the class.

**(Refer Slide Time: 22:31)**

### Case Study: Why Aren't they listening (Cont.)

- He used a variety of presentation methods and actively solicited involvement from the managers in the seminar.
- Throughout the first two sessions, he went out of his way to be friendly with the group
- He gave them frequent coffee breaks during the sessions; during these breaks, he promoted socializing and networking.



People Socializing in Coffee Breaks

(Northouse, 2019)

Image Source: <https://www.thebalancesmb.com/business-etiquette-for-corporate-events-1223782>

14

He used a variety of presentation methods and actively solicited an environment from the managers in the seminar. Throughout the first 2 sessions, he went out of his way to be friendly with the group. He gave them frequent coffee breaks during the sessions during these breaks, he promoted socializing, and then networking is there because they were the experienced people.

**(Refer Slide Time: 22:52)**

### Case Study: Why Aren't they listening (Cont.)

- During the third session, Jim became aware of some difficulties with the seminar. Rather than the full complement of 25 managers, attendance had dropped to about only 15 managers.
- Although the starting time was established at 8:30, attendees had been arriving as late as 10:00.
- During the afternoon sessions, some of the managers were leaving the sessions to return to their offices at the company.
- As he approached the fourth session, Jim was apprehensive about why things had been going poorly. He had become quite uncertain about how he should approach the group.

(Northouse, 2019)

15

During the third session, Jim became aware of some difficulties with the seminar. Rather than the full complement of the 25 managers, attendance had dropped to about only 15 managers. Although the starting time was established at 8:30, attendees had been arriving as late as 10 o'clock. During the afternoon sessions, some of the managers were leaving the sessions to return to their offices at the company. As he approached the fourth session, Jim was apprehensive about

why things had been going poorly. He had become quite uncertain about how he should approach the group.

**(Refer Slide Time: 23:20)**

### Case Study: Why Aren't they listening (Cont.)

- Many questions were running through his mind:
  - Had he treated the managers in the wrong way?
  - Had he been too easy regarding attendance at the sessions?
  - Should he have said something about the managers skipping out in the afternoon?
  - Were the participants taking the seminar seriously?
- Jim was certain that the content of the seminars was innovative and substantive, but he could not figure out what he could change to make the program more successful. He sensed that his style was not working for this group, but he didn't have a clue as to how he should change what he was doing to make the sessions better.

(Northouse, 2019)



16

So, many questions were running through his mind. Had he treated the managers in the wrong way? Had he been too easy regarding attendance at the sessions? Should he have said something about the managers skipping out in the afternoon? Were the participants taking the seminar seriously? If you are the Jim how you will handle this particular situation? This is your assignment.

Jim was certain did content of the seminars was innovative and substantive, but he could not figure out what he could change to make the program more successful. He sensed that his style was not working for this group, but he did not have a clue as to how he should change what he was doing to make the sessions better. What style of leadership is Jim using to run the seminar, from a leadership perspective, what is Jim doing wrong?

**(Refer Slide Time: 24:13)**

## Case Study: Why Aren't they listening (Cont.)

- Q1)** According to the Situational Leadership model, what style of leadership is Jim using to run the seminars?
- Q2)** From a leadership perspective, what is Jim doing wrong?
- Q3)** What specific changes could Jim implement to improve the seminars?

(Northouse, 2019)

17

(Refer Slide Time: 24:19)

### Research Paper

#### A test of three basic assumptions of Situational Leadership® II Model and their implications for HRD practitioners

Situational  
Leadership® II  
Model

241

European Journal of Training and Development  
Vol. 41 No. 3, 2017  
pp. 241-260  
© Emerald Publishing Limited  
2046-9012  
DOI 10.1108/EJTD-05-2016-0035

Drea Zigarmi  
Ken Blanchard Companies, Escondido, California, USA, and  
Taylor Peyton Roberts  
Valencore Consulting, San Diego, California, USA

Received 20 May 2016  
Revised 31 August 2016  
Accepted 6 September 2016

### Purpose

This study aims to test the following three assertions :

- All four leadership styles are received by followers
- All four leadership styles are needed by followers
- If there is a fit between the leadership style a follower receives and needs, that follower will demonstrate favorable scores on outcome variables.

18

What specific changes could Jim implement to improve the seminars? This will be a wonderful assignment for you this research paper which you can refer a taste of the 3 basic assumptions of the situational leadership 2 model and situational readership 2 model and their implications for the HRD practitioners are there. This paper is written by the Drea Zigarmi, Ken Blanchard companies. They are from Escondido, California, USA, and the second author is Taylor Python Roberts from Valencore Consulting, San Diego, California, USA.

Purpose, this study aims to test the following 3 assertions. All 4 leadership styles are received by followers. That is the telling, selling, participating and delegating. All 4 leadership styles are

needed by followers. If there is a fit between the leadership style and style a follower receives and needs, that follower will demonstrate favorable scores on outcome variables are there.

**(Refer Slide Time: 25:19)**

#### Design/methodology/approach

- For the first and second assertions, a proportional breakdown of the four leadership styles observed within a sample of working professionals is presented and discussed.
- Regarding the third assertion, for ten outcome variables, multiple one-way analyses of variance tested mean differences between followers who experienced leadership style fit (i.e. a fit between received and needed style) and followers who did not experience fit ( $n = 573$ ).
- Subscale scores from the Leader Action Profile, the Work Intention Inventory, the Positive and Negative Affect Scale and an adapted form of the Affective/Cognitive trust scale (McAllister, 1995) were used as study measures.

19

For the first and second assertions, a proportional breakdown of the 4 leadership styles are observed within a sample of working professionals is presented and discussed. And the regarding the third assertion, for 10 outcome variables multiple one-way analysis of the variance tested mean differences between followers who experienced leadership style fit that is a fit between received and needed style and followers who did not experience fit and sample was  $n=573$  is there.

So, therefore in that case, that is the all these leadership styles were observed and the ANOVA was there which is a statistical test which is used on those who are the students they can go to implement this test of the test those who are not from this statistical background, they are to understand this statistical test by which we understand that is the who experienced leadership style fit and therefore for this purpose, the sample size the leaders who have been responded they were the 573. Subscale scores from the leader action profile the work intention inventory, the positive and negative effect scale in adapted form of the affective cognitive trust scale were used as a study measure were there.

**(Refer Slide Time: 26:34)**

## Findings

- Three of the four leadership styles of the SLII framework were reported as frequently received only 3% of employees reported receiving S1 (high direction/low support), while 33% reported receiving S2 (high direction/high support), 22% reported receiving S3 (low direction/high support), and 42% reported receiving S4 (low direction/low support).
- The results provide empirical evidence supporting the practical relevance of employee–manager fit in situational leadership theory, particularly for the following outcomes: work intentions (total score), intent to perform, intent to endorse, intent to stay, intent to use organizational citizenship behaviors, positive affect, negative affect, affective trust, and cognitive trust.



20

3 of these 4 leadership styles of the SLII framework were reported as frequently-issued only 3% of employees reported receiving the S1 and that is the high direction low support, while 33% reported receiving S2 high direction and high support, and 22% reported receiving S3 Low direction and the high support and 42% reported receiving S4 low direction and low support that is about the delegating style is there.

That the particular relevance of employees' manager fit in situational leadership theory, particularly for the following outcomes work intentions total score intent to perform, intent to endorse, intend to stay intent to use organizational citizenship behavior or positive affect, negative affect, affective trust, and the cognitive trust is there and these were the parameters actually these are the dimensions of the behavioral science, which has been studied by this particular paper is there.

**(Refer Slide Time: 27:33)**

## Implications

- As human resource development practitioners seek to educate and train their leaders on how to be more effective with their direct reports, this research provides evidence that all four styles are needed and received, although there were lower instances of reporting the S1 style to be needed or received.
- Also, the findings demonstrated that when followers view a fit exists between the leadership behaviors they need and the leadership behaviors they receive, greater positive job affect, lower negative job affect, increased cognitive and affective trust in the leader and higher levels of favourable employee work intentions were evident.



21

So, as human resource development practitioners seek to educate and train their leaders on how to be more effective with their direct reports this research provides evidence that all 4 styles are needed and received, although there were lower instances of reporting the S1 style, telling style to be needed are received is there. Now, you see that these I would like to comment on this study, that is the here we are taking the survey method and in survey method, we are asking our interpreting on the basis of whether anybody requires the telling style or not.

And naturally, the findings will be nobody wants to go for the telling or autocratic style, everybody wants to delegating style is there. So, the findings are natural in this particular paper. A fit exists between the leadership behaviors they need and leadership behaviors they receive greater positive job effects is lower negative job affect increase cognitive and affective trust in the leader and higher levels of favorable employee work intentions were evident. So, therefore the maturity level and the leadership style that has to be merged, if the maturity level is low, then it is very difficult to get the output or outcome as per the leaders' expectations.

**(Refer Slide Time: 28:50)**

## Book Recommendation

### The Oxford Handbook of Leader-Member Exchange

Edited By: Talya N. Bauer, Berrin Erdogan  
Publisher: ©by Oxford University Press  
Language: English  
Paperback: 560 Pages  
ISBN-10: 0199326193  
ISBN-13: 978-0-19-932619-8

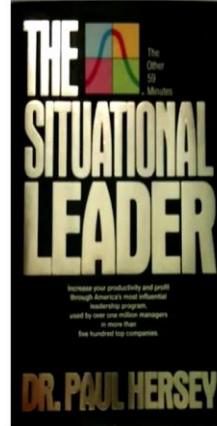


Image Source: <https://www.sapnaonline.com/books/situational-leader-59-minutes-warner-paul-hersey-0446513423-9780446513425>

22

So, this is the book that is a situational leader Dr. Paul Hershey has written this particular book, Leader these, the Oxford Handbook of the leader-member exchange book recommendations.

(Refer Slide Time: 29:01)

## Book Recommendation (Abstract)

- This book presents the situational leader model, which provides a system for managing people that is both conceptual and practical.
- It has a scope that is broad enough to permit its application to a wide range of situations, and promotes precise language in which managers could both understand and act upon the problems they experience in managing people
- The main idea of the book is “One-size-doesn’t-fit-all”.

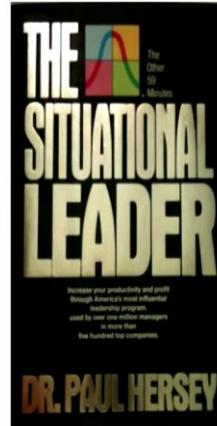


Image Source: <https://www.sapnaonline.com/books/situational-leader-59-minutes-warner-paul-hersey-0446513423-9780446513425>

23

And this book presents the situational leader model which provides a system for managing people that is both conceptual and practical. It has a scope that is broad enough to permit its application to a wide range of situations and promotes a precise language in which managers could both understand and act upon the problems they experience in managing people. So, the main idea of the book is that one size does not fit all. So, therefore, debt is a basic message that is the one cell of leadership that will not be working for all is there.

(Refer Slide Time: 29:27)

## References

1. Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (2015). Leadership: Enhancing the Lessons of Experience (8th Edition). McGraw Hill.
2. Robbins, S. P., Judge, T. A., & Vohra, N. (2019). *Organizational Behavior* (18th Edition). Pearson Education Inc.
3. Hersey, P., & Blanchard, K. H. (1969). Life cycle theory of leadership: Is there a best style of leadership? *Training and Development Journal*, 33(5), 26–34. <http://psycnet.apa.org/psycinfo/1970-19661-001>
4. Northouse, P. G. (2019). Leadership Theory and Practice Eighth Edition (8th ed.). Sage Publications, Inc.



24

These are the references that you can refer for the purpose of further studies and it has been about the book has been also mentioned. So, I recommend that is the I found this model very interesting. We will be discussing the further different situational leadership models, but this model I found one of the models which I like most. So, this is also one of them. That is this is a situational model.

And what we say is that is about the way the maturity level of the follower is there accordingly you are to act as a leader. So, these references, the reference of the book is also given. So, I am sure that will help you to be more effective and successful leaders. So, it is not only the effective leader it should be the efficient leader also there is a successful leader he will be there. So, this is all about situational leadership and Hersey-Blanchard model about the leadership. Thank you.

**Leadership and Team Effectiveness**  
**Prof. Santosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology - Roorkee**

**Lecture - 10**  
**Contingency Model and Path-Goal Theory**

In these leadership theories, we had talked about the leader-member exchange theory then we had talked about the AOR model also. In continuation of these different theories and models as I have already mentioned earlier also that is you have to find out whether the which one is the becoming the more and more appropriate in a given situation with your organization that you have to implement, but basically what we are discussing is there are different options are there and you can opt any 1 option or the option with the modification as per your situation you can do.

**(Refer Slide Time: 01:10)**

The screenshot shows a Microsoft Word document window titled "lect10 (Compatibility Model) - Word [Product Activation...]" with the following content:

there and you can opt any 1 option or the option with the modification as per your situation you can do.  
(Refer Slide Time: 01:10)

In continuation of this today, we will be talking about in the Fiedler's contingency model, identify your leadership style, situational favourability, leadership effectiveness, path goal theory, leader behaviours, follower behaviours, situational factors and as usual the case study, research papers and book recommendations. Now, whenever we are talking about the Fiedler's contingency model, then the contingency model recognize that leaders have these general behavioural tendencies and specifies situations where certain leaders or behavioural outlooks may be more effective than others.

(Refer Slide Time: 1:28)

**Fiedler's Contingency Model**

- The contingency model recognizes that leaders have these general behavioral tendencies and specifies situations where certain leaders (or behavioral outlooks) may be more effective than others. Fiedler's contingency model of leadership is probably the earliest and most well-known contingency theory.
- The model was created by Fred Edward Fiedler which published in the book "Management and Organizational Behavior Classics" in 1993 (Fiedler, 1993).

**Content**

- Fiedler's Contingency Model
  - Identify your Leadership Style
  - Situational Favorability
  - Leadership Effectiveness
- Path-Goal Theory
  - Leader Behaviors
  - Follower Behaviors
  - Situational Factors
- Case Study
- Research Paper
- Book Recommendation
- References

Image Source: <http://www.stockphoto.com/search/2/image/media-type/illustration&phrase=puzzle+bridge>

In continuation of this today, we will be talking about in Fiedler's contingency model, identifying your leadership style, situational favourability, leadership effectiveness, path-goal theory, leader behaviours, follower behaviours, situational factors and as usual the case study, research papers and book recommendations.

**(Refer Slide Time: 01:27)**

Now, whenever we are talking about the Fiedler's contingency model, then the contingency model recognizes that leaders have these general behavioural tendencies and specifies situations where certain leaders or behavioural outlooks may be more effective than others. Fiedler's contingency model of leadership is probably the earliest and most well-known contingency theory there. Now, here I would like to mention the certain your attention for these certain key words. For example, that this is a contingency model and this is a situation model it is there and then there in this case in specific situations, that is you have to act accordingly, this is the beauty of this particular model.

We had talked about Dr. Shim ventures model last time, where the maturity level unable and unwilling, unable and willing, able and unwilling and able and willing are telling, selling participating in directing style of leadership that we have talked in the last time. In continuation of the beautiful model, this is another beautiful model. By Fred Edward Fiedler, which published in the book "Management and Organizational Behavior Classics" in 1993. (Refer Slide Time: 2:36)

Now, whenever we are talking about Fiedler's contingency model, then the contingency model recognizes that leaders have these general behavioural tendencies and specifies situations where certain leaders or behavioural outlooks may be more effective than others. Fiedler's contingency model of leadership is probably the earliest and most well-known contingency theory is there.

Now, here I would like to mention the certain your attention for these certain keywords. For example, this is a contingency model and this is a situation model it is there and then there in this case in specific situations that is you have to act accordingly, this is the beauty of this particular model. We had talked about Hershey's venture model last time, where the maturity level.

Unable and unwilling, unable and willing, able and unwilling, and able and willing are telling, selling participating in directing style of leadership that we have talked in the last time. In continuation of the beautiful model, this is another beautiful model. By Fred Edward Fiedler, which was published in the book Management and Organizational Behaviour Classics in 1993.

**(Refer Slide Time: 02:36)**

**Fiedler's Contingency Model**

- Fiedler's Contingency Model relies on a blend of two forces:
  - Leadership style method
  - Situational favorability
- Fiedler's Contingency Model is different from **Situational Leadership Theory** which maintains that leaders who correctly base their behaviors on follower maturity will be more effective.
- Whereas the contingency model suggests that leader effectiveness is primarily determined by selecting the right kind of leader for a certain situation or changing the situation to fit the particular leader's style. (Hughes, Ginnett, & Curphy, 2015)

And this particular model, there are 2 forces, leadership style methods and the situational

And this particular model, they have 2 forces, leadership style methods and situational favourability is there. In spite, Fidder's contingency model is different from situational leadership theory which mentions that leaders who correctly base their behaviours on follower maturity will be more effective. Now here, how it is different from the situation leadership theory? Leaders who correctly base their behaviours on follower maturity will be more effective.

Whereas the contingency model that is a situation leadership theory it is Hershey's venture theory and that has been talked about the follower's maturity. Now, whereas the contingency model suggest leader effectiveness is primarily determined by the selecting the right kind of leader. So, therefore, in that case here the leader was having the different leadership styles, here we are talking about the right kind of the leader for a certain situation.

(Refer Slide Time: 03:35)

follower maturity will be more effective. Now here, how it is different from the situation leadership theory? Leaders who correctly base their behaviours on a follower maturity will be more effective. Whereas the contingency model, that is a situation leadership theory, it is [redacted] and has been talked about the **follower's** maturity. Now, whereas the contingency model suggested leader effectiveness is primarily determined by the selecting the right kind of leader. So, therefore, in that case here the leader was having the different leadership styles, here we are talking about the right kind of the leader for a certain situation.

(Refer Slide Time: 3:35)

So, there in a particular situation who will be the right leader? So, in the survey, identify your leadership style, identify the situation and determine the most effective leadership style.

(Refer Slide Time: 3:46)

**Steps to use Fiedler's Contingency Model**

```

graph TD
    A[Identify your Leadership Style] --> B[Identify the Situation]
    B --> C[Determine the most effective leadership Style]
  
```

So, there in a particular situation who will be the right leader? So, in the survey, identify your leadership style, identify the situation and determine the most effective leadership style.

### (Refer Slide Time: 03:46)

Because the friendly behaviour with the subordinate that is also creating the ease of work. So, that might be the priority is there. So, based on their least preferred co-worker score, leaders are categorized into 2 groups, low least preferred co-worker leaders and the high least preferred co-worker leaders are there. In the case, terms of their motivation hierarchy, low Least Preferred Co-workers Leaders are motivated primarily by the task. So, work is important. The job is to be done. What is required is the ultimately delivery of the job is very **very** important.  
(Refer Slide Time: 8:18)

**Identify your Leadership Style**

- Fiedler believed that leadership style is fixed and to determine leader's general style or tendency, he developed an instrument called the **least preferred co-worker (LPC) scale**.
- The scale instructs a leader to think of the single individual with whom he has had the **greatest difficulty working** (that is, the least preferred co-worker) and then to describe that individual in terms of a series of bipolar adjectives (such as friendly-unfriendly, boring-interesting, and sincere-insincere) using **8 point semantic differential scale**.
- Based on their LPC scores, leaders are categorized into two groups:
  - Low-LPC leaders & High-LPC leaders.

Fiedler believed that leadership style is fixed and to determine leaders' general style a tendency, he developed an instrument called the least preferred co-worker that is the LPC. Who is the least preferred co-worker? The scale instructs a leader to think of the single individual with whom he has had the greatest difficulty to working. Now, you see there are the number of subordinates are there or you can say followers are there and then as a leader you tune up with them with the different functions and styles and interactions.

Then slowly and slowly you find that is the you are comfortable with some of the followers and you are uncomfortable with some of the followers. So, leadership style and the follower's maturity or follower's style of working is not matching. And that will be the least preferred co-worker. And in the case of the least preferred co-worker; then to describe that individual in terms of a series of bipolar adjectives such as friendly-unfriendly, or the boring or interesting and the sincere and insincere.

So, this perception is developed by the leader as soon as when he is having the interaction and therefore, on basis of this interaction what is coming out is difficult working. These difficult working which is creating the sincere and insincere. So, of course, these are also the examples have been given friendly and unfriendly and boring and interesting, but as far as my opinion is concerned, I will share my experience that is the upto certain extent friendly unfriendly is.

But basically, we are talking about the superior subordinate relationship leader follower relationship. So, leader follower relationship is friendly, however, we say that is my behaviour is friendly, but do not treat me as a friend, I am your boss. And the boring and interesting is not the question according to me, because the job has to be done and we are the organizational employees.

So, what is the boring in what is interesting it is a very, very personalized opinion the job is to be done, whether it is boring or it is interesting the leader has to get work done. So, I discard this boring-interesting to find out the least preferred or co-worker. Rather than this is becoming the most important dimension which I will would be as personally means, my comment is this and this will become for me while analysing. Suppose somebody it is an 8-point semantic differential scale is there.

So, if you are using the scale so, maybe unfriendly little bit and some maybe boring little bit, but if he is the insincere even little bit then that will be big problem for me. So, therefore, in that case, near the what, least preferred co-worker is a person is insincere, then it will be difficult for some leaders to our consensus, but of course, it will depend on personality to personality, there might be certain leaders those who will be looking more towards the friendly.

Because the friendly behaviour with the subordinate that is also creating the ease of work. So, that might be the priority is there. So, based on their least preferred co-worker score, leaders are categorized into 2 groups, low least preferred co-worker leaders and the high least preferred co-worker leaders are there.

**(Refer Slide Time: 07:43)**

In the case, terms of their motivation hierarchy, low least preferred co-workers' leaders are motivated primarily by the task. So, work is important the job is to be done. What is required is the ultimately delivery of the job is very, very important. Therefore, it is the leaders are motivated primarily by the task. Whereas the high least preferred co-worker leaders are motivated primarily by establishing and maintaining the close interpersonal relationships. So, it will be the task oriented and it will be the people oriented are there.

So, low least preferred co-workers' leader motivational hierarchy will be like this, that is the task and the people because they are motivated primarily by the task. High least preferred co-worker leader motivational hierarchy here the people are concerned. So, the pyramid will come like this and here, the people are the having the priorities because of the close interpersonal relationships are there.

Therefore, these are also called as the task-oriented leaders and relationship-oriented leaders are there. So least preferred co-workers are motivated by the task or by the people's interpersonal relationship is there. Now here, we have to also see that is whenever we are talking about this task oriented and the relationship-oriented leadership then how the situation is developed.

**(Refer Slide Time: 09:21)**

The second aspect in the contingency model is situational favourability, which is the amount of control the leader has over the followers means one side the leadership side, task oriented and relationship oriented. And another side is the situational favourability. Fiedler included 3 sub elements in situation favourability. These were leader member relations, task structure and positioning power.

and positioning power. So these were the 3 dimensions are there. The leader member relations are the most powerful of the 3 sub elements in determining overall situation favourability.

They involve the extent to which relationships between the leader and followers are generally cooperative, and friendly are antagonistic and difficult are there. So therefore, it becomes

**Situational Favorability**

- The second aspect in the contingency model is situational favorability, which is the amount of control the leader has over the followers.
- Fiedler included three sub elements in situation favorability. These were **leader-member relations, task structure, and position power**.
- Leader-member relations** are the most powerful of the three sub-elements in determining overall situation favorability. They involve the extent to which relationships between the leader and followers are generally cooperative and friendly or antagonistic and difficult. Leaders who rate leader-member relations as high feel they have the support of their followers and can rely on their loyalty.

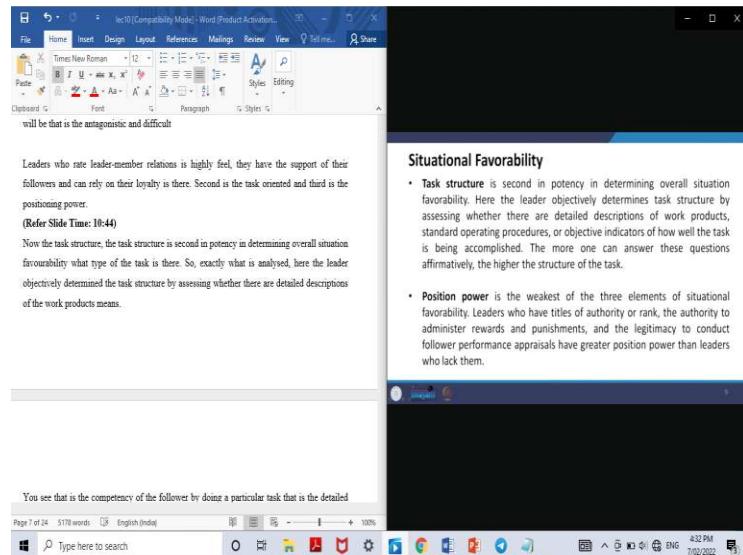
(Hughes, Ginnett, & Curphy, 2015)

The second aspect in the contingency model is situational favourability, which is the amount of control the leader has over the followers means one side the leadership stand, task oriented and relationship oriented. And another side is the situational favourability. Fiedler included 3 sub elements in situation favourability. These were leader member relations, task structure and positioning power.

So these were the 3 dimensions are there. The leader member relations are the most powerful of the 3 sub elements in determining overall situation favourability. They involve the extent to which relationships between the leader and followers are generally cooperative, and friendly are antagonistic and difficult are there. So, therefore, it becomes very, very important, that is whatever the relationship is developed between the leader and followers, they are generally that has to be cooperative and friendly.

Or if it is not, then definitely another chance of that particular relationship will be leader-member relationship will be that is the antagonistic and difficult. Leaders who rate leader-member relations is highly feel, they have the support of their followers and can rely on their loyalty is there. Second is the task oriented and third is the positioning power.

**(Refer Slide Time: 10:44)**



Now the task structure, the task structure is second in potency in determining overall situation favourability what type of the task is there. So, exactly what is analysed? Here the leader objectively determined the task structure by assessing whether there are detailed descriptions of the work products means. You see that is the competency of the follower by doing a particular task that is the detailed structure of this your products, standard operating procedures, SOPs are objective indicators of how well the task is being accomplished.

So, here we are talking about the quality of the task and therefore, in that case, if the detailed description of the work product is given standard operating procedure SOP is given or the objective indicators, their task is being accomplished, then definitely in that case, you will find that is the task structure becomes the important. The more one can answer these questions affirmatively, the higher the structure of the task. And when, it is with the questions are not that much affirmatively it will be having the low structure of the task.

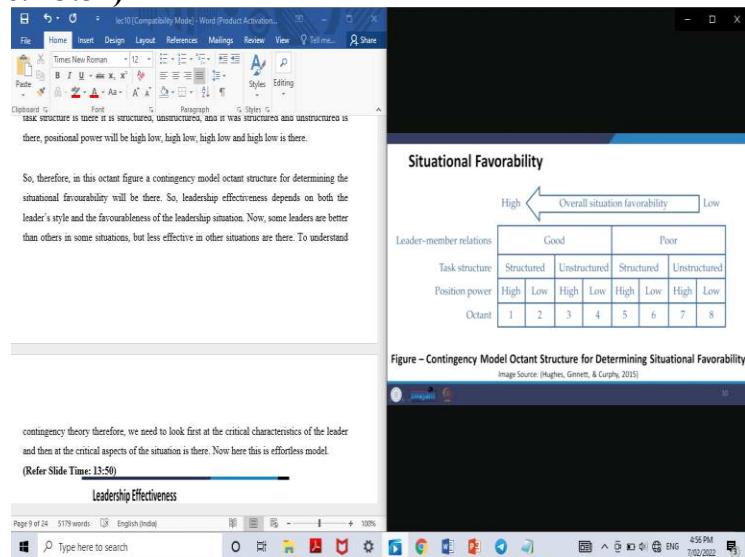
So, there will be the high structure of the task and there will be the low structure of the task, there will be the good relationship, there will be the poor relationship. Third dimension is a position power so, position power is the weakest of the 3 elements of situational favourability. Leaders who have authority or rank the authority to administer rewards and punishments. This is very motivational factor, what leader will give us?

You see whenever we talk about the influence of behaviour, so, there is one dimension that is the Return on Investments, ROI and Return on Investment is that, whatever I am doing, what I will get in return? And therefore, it is about the need to administer the rewards and

punishments whether the leader is competent enough for the rewards. Then definitely in that case, the leader will be having the more of positive power.

But when they will be the punishments will be there then even because of the fear the follower will be having the step of the fear and he will follow the leader. The legitimacy to conduct follower performance appraisals of greater position power, then leaders who lead them, so, definitely in that case, those who are having the power of the reward and punishment. So, this step of the leaders they will be having the high position and they will be having the low position in those who are lacking into the giving the rewards and punishment both if the leader is not having that power, then his position and power will be weak.

### (Refer Slide Time: 13:32)



So, here is the member relationship that is the good and here it is the low is there even task structure is there it is structured, unstructured, and it was structured and unstructured is there, positional power will be high low, high low, high low and high low is there. So, therefore, in this octant figure a contingency model octant structure for determining the situational favourability will be there.

### (Refer Slide Time: 13:49)

To understand contingency theory, therefore, we need to look first at the critical characteristics of the leader and then at the critical aspects of the situation.

So, leadership effectiveness depends on both the leader's style and the favourableness of the leadership situation. Now, some leaders are better than others in some situations, but less effective in other situations are there. To understand contingency theory therefore, we need to look first at the critical characteristics of the leader and then at the critical aspects of the situation is there now here this is effortless model.

It is very, very interesting you see. So, therefore, this is becoming the task oriented. This blue this is relationship. Now, the situation is situation number 1, it is given 2, 3, 4, 5, 6, 7 and 8 suggestion number one leader member relations that is good. The task structure is high and positional power is strong. So whenever we are talking about this particular relationship situation number 1, what type of these leadership is preferred? Yes, you are right this is Task Oriented is *prefer*. This is a performance.

So, performance is high here, performance is low here, this is low this is high. Similarly, whenever we are talking about the relationship is there. So, this is the favourable, this is the unfavourable. So, this is the favourable, this is the unfavourable.

So, leadership effectiveness depends on both the leader's style and the favourableness of the leadership situation. Now, some leaders are better than others in some situations, but less effective in other situations are there. To understand contingency theory therefore, we need to look first at the critical characteristics of the leader and then at the critical aspects of the situation is there.

### (Refer Slide Time: 14:10)

frends, so, therefore, please understand that is the accept this particular zone. You are supposed to be the task oriented.

And, in this zone, you are supposed to be relationship oriented according to the situation and this is the wonderful model which Fiedler has given and therefore, we find that is on the basis of this particular task or relation with the members and the position power. This theory model will be working. Another theory model, that is a Path-Goal Theory.

(Refer Slide Time: 22:41)

**Path-Goal Theory**

- Path-goal theory discusses how leaders motivate followers to accomplish goals by enhancing follower performance and follower satisfaction through focusing on follower motivation and the nature of the work tasks.
- This theory assumes that the effective leader will provide or ensure the availability of valued rewards for followers (the goal) and then help them find the best way of getting there (the path).
- Along the way, the effective leader will help the followers identify and remove roadblocks and avoid dead ends; the leader will also provide emotional support as needed.

Path-Goal Theory discusses how leaders motivate followers to accomplish goals by

Figure – Leader Effectiveness Based on the Contingency Between Leader LPC Score and Situation Favorability

Image Source: <http://www.business-to-you.com/fiedler-contingency-model/>

Now here this is Fiedler model, it is very, very interesting you see. Now this red so, therefore, this is becoming the task oriented this blue this is relationship. Now, the situation is, situation number 1, this first 1, 2 it is given 2, 3, 4, 5, 6, 7 and 8 suggestion number 1 leader member relations that is good. The task structure is high and positional power is strong. So whenever we are talking about this particular situation number 1, what type of this leadership is preferred?

Yes, you are right this is task oriented is preferred this is a performance. So, performance is high here, performance is low here, this is low this is high. Similarly, whenever we are talking about the relationship is there. So, this is the favourable, this is moderate, this is unfavourable. So, this is a favourable situation this is the performance is high when you are having the good relations high task structure leaders positioning power strong.

I had a question for assignment for you. Why Fiedler has preferred these tasks oriented for high performance? Why relationship is not there? Because relations are good. So, he could have suggested this blue line also for the high performance but he is advised which type leadership will work. Task oriented leadership style will work, why? So, the reason is the everything is favourable.

Your relations are good, your task structure is high, your positional power is strong and as a result of which, this time you should not be idle. This is a time when the “Make Hay While the Sun Shines”. So, this is the most favorable situation and you should be task-oriented leader. So, whatever it means? Whatever the goals or objectives you will decide, people will follow they will give the results and organizational effectiveness this performance will be high.

But I will like to give you one warning here, that is the in the case you go relationship oriented because everything is favorable. So, do not be come into the comfortable zone. This is not the time for the comfortable zone you are supposed to be very prompt in action and that is a task oriented and then you see where you take your organization you will take your organization to a very high level your effectiveness will be maximum.

Interestingly, when we come to the situation number 8, I would like to come to situation number 8 it is leader member relationship is poor, task structure is low position and power is weak. Whatever leadership is suggested by the Fiedler, here also the task oriented is suggested. Now, situation number 1 and situation number 8. Here also it was the high, here also it means task oriented. However, the situation 1 is very favorable suggestion number 8 is totally unfavourable.

So, what is the reason? The reason is this that is the whenever we are talking about the totally unfavourable situation. It is only you are to get involved in your job, come on time, do your

job and leave the workplace nothing else. Because relationship is poor you need not get entangled into the unnecessary problems and therefore, in that case, it is the situation number 8 is becoming very, very important.

However, when you come from situation number 8 to situation number 5. Here what type of relationship is suggested? Relationship oriented is suggested. So, therefore, in that case, you will find that is the whenever you are talking about this particular situation number 5 relationship oriented. Why? Because what is the situation? Relationship is poor, task structure is high, position power is strong but the leadership is the poor question mark. So, what you can do to be effective leader? You develop the relationship.

Keep a good relationship with your subordinates, your followers try to understand them because the task is high, position power is strong and then if you develop that relationship, so, what will happen when you will convert these poor into good where you will reach? You will reach to the situation number 5 to situation number 1. Because you are writing here good, writing means you are developing the good relationship.

So, it is good, it is high it is strong, it is good it is high it is strong. So, very important for leaders to understand is most favorable situation task oriented, the least preferred situation poor, low and weak again task oriented but definitely understanding of task is different and when you are having the situation number 5, where the moderate situation is there. So, develop the good relationship and when you will develop the good relationship you will be having the favourable conditions such as number 1 and it is a golden time of your career.

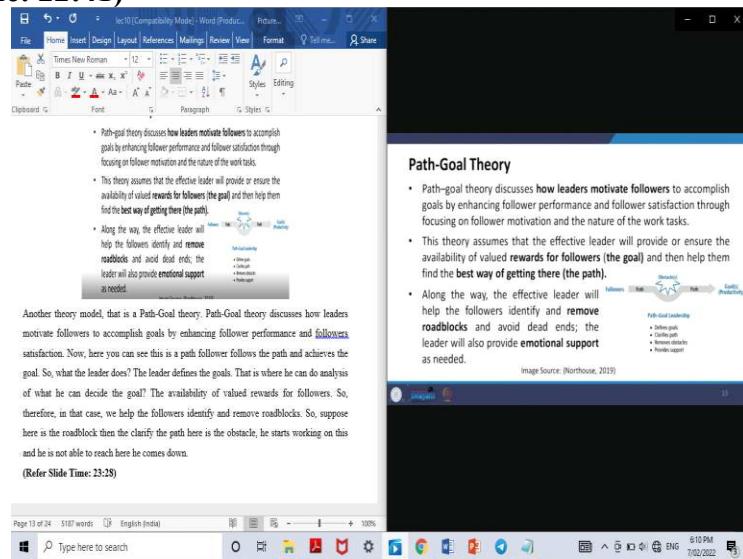
So, therefore, what I will suggest is you understand the situation, how is your relationship with your boss subordinate? What type of the department or section you are working or what is your position can you give out rewards and punishment or not? If you cannot give the rewards and punishment who will listen to you? Nobody will listen to you so, then that time it is okay fine. So, our task structure is what?

The task structure is low or maybe task structure is you can take the situation I would like to take the situation number 6 here the task structure is high, but position power is weak because we are not able to give this. So, in spite of the poor, you go for the good. So, therefore, it will be a situation number will be which one? When your position power is weak, your task

structure is high and then you develop the good relationship. So, here you will come what type of leadership?

Task oriented. Again, task oriented is there and dear friends, so, therefore, please understand that is the accept this particular zone. You are supposed to be the task oriented. And, in this zone, you are supposed to be relationship oriented according to the situation and this is the wonderful model which Fiedler has given and therefore, we find that is on the basis of this particular task or relation with the members and the position power this theory model will be working.

**(Refer Slide Time: 22:41)**



Another theory model that is a Path-Goal theory. Path-Goal theory discusses how leaders motivate followers to accomplish goals by enhancing follower performance and followers' satisfaction. Now, here you can see this is a path follower follows the path and achieves the goal. So, what the leader does? The leader defines the goals. That is where he can do analysis of what he can decide the goal? The availability of valued rewards for followers. So, therefore, in that case, we help the followers identify and remove roadblocks. So, suppose here is the roadblock then the clarify the path here is the obstacle, he starts working on this and he is not able to reach here he comes down.

**(Refer Slide Time: 23:28)**

So, therefore, in that case, we help the followers identify and remove roadblocks. So, suppose here is the roadblock then the clarify the path here is the obstacle, he starts working on this and he is not able to reach here he comes down. So, therefore clarifies the path and remove the obstacles and as soon as he removes obstacles by providing the support, he again comes to the path and he achieves the goal.

**(Refer Slide Time: 23:26)**

**Path-Goal Theory (Cont.)**

- Path-goal theory is designed to explain how leaders can help followers along the path to their goals by selecting specific behaviors that are best suited to followers' needs and to the situation in which followers are working. By choosing the appropriate behaviors, leaders increase followers' expectations for success and satisfaction.
- The leader's actions should strengthen followers' beliefs that if they exert a certain level of effort, they will be more likely to accomplish a task, and if they accomplish the task, they will be more likely to achieve some valued outcome.

So, therefore, in that case the Path-Goal theory leaders can help followers to identify their path by selecting specific behaviour to get to the followers and according to situations by working on this and they can get the appropriate behaviour is required. So, leader increases the follower's expectations for success and satisfaction. The leader's action should strengthen follower's beliefs that if they exert a certain level of effort. They will be more likely to accomplish a task and if they accomplish the task, they will be more likely to achieve some valued outcomes are there.

**(Refer Slide Time: 24:00)**

**Leader Behaviour in Path-Goal Theory**

- Directive leadership :** These behaviour include telling the followers what they are expected to do, how to do it, when it is to be done, and how their work fits in with the work of others. It would also include setting schedules, establishing norms, and providing expectations that followers will adhere to established procedure and regulations.
- Supportive leadership :** Supportive leadership behaviors include having courteous and friendly interactions, expressing genuine concern for the followers' well-being and individual needs, and remaining open and approachable to followers. These behaviors also are marked by attention to the competing demands of treating followers equally while recognizing status differentials between the leader and the followers.

So, there are the different behaviour in the Path-Goal theory. One is a directive leadership that they are expected to do, how to do it when it is to be done and the supportive leadership is there, which is having the courteous and the friendly interactions expressing genuine concern for the follower's well-being it is always that nowadays you are talking about the well-being of the followers and when you are concerned with that, then definitely in that case, you will be having the better outcome in the Path-Goal theory is there.

## (Refer Slide Time: 24:28)

The screenshot shows a Microsoft Word document window. The text discusses the difference between leadership and leadership, noting that leadership is a process. It highlights the need for participation and communication between leaders and followers. A section titled 'Leader Behaviour in Path-Goal Theory' is present, listing two types of leadership: 'Participative leadership' and 'Achievement-oriented leadership'. The Word interface includes a ribbon bar at the top and various toolbars and status bars at the bottom.

case, you will be having the better outcome in the Path-Goal theory is there.  
(Refer Slide Time: 24:28)

Then you can have the participative leadership is there engage in the behaviours that mark the consultative. Because many times what happens there is a follower is not able to communicate properly what is the problem and then in that case, it is more and more the participation is required and their suggestions concerning recommendations can be given to the follower that is the you do like this and then the things will be improving. Achievement-Oriented leadership.

Now here one thing which I will like to remind you, what is the difference between leader and leadership, leadership is a process. So, here whenever I am giving these suggestions according to these theories or I am narrating these theories, then at that time please understand that is the reciprocation is required from the follower also. A leader may try, but if the follower does not try then there it will be incomplete leadership and that is why this situation is very important.

Then the Achievement-oriented leadership is there, they would be set challenging goals for the group and follower behaviour, continually seek ways to improve performance and the followers always perform at their highest.

Then you can have the participative leadership is there engage in the behaviours that mark the consultative. Because many times what happens that is a follower is not able to communicate properly what is the problem and then in that case, it is more and more the participation is required and their suggestions concern and recommendations can be given to the follower that is the you do like this and then the things will be improving.

Achievement-Oriented leadership now here one thing which I will like to remind you, what is the difference between leader and leadership? Leadership is a process. So, here whenever I am giving these suggestions according to these theories or I am narrating these theories then at that time please understand that is the reciprocation is required from the follower also. A leader may try.

But if the follower does not try then there it will be incomplete leadership and that is why this situation is very important. Then the achievement-oriented leadership is there, they would be set challenging goals for the group and follower behaviour, continually seek ways to improve performance and the followers always perform at their highest.

## (Refer Slide Time: 25:36)

**Followers Characteristics in Path-Goal Theory**

Path Goal Theory identifies two types of follower characteristics that determine how leader's behaviour is interpreted by the followers in given work context.

- Follower's Satisfaction
  - Follower's Locus of Control (Desires for Control)
  - Need for Affiliation
  - Preferences of Structure
- Follower's Perception of their Own Skills

The get us in the Path Goal theory are followers Locus of Control. Locus means place of control, internal locus of control that is a self-belief, external locus of control belief into the external environmental factors need for affiliation, that is there is a need for the developing the relationship and maintaining the relationship and the preference of structure is there. So, how it has been interpreted by the follower is we in this context that is the whether the desire for control is there or not?

They get us in the Path Goal theory are followers Locus of Control. Locus means place of control, internal locus of control that is a self-belief, external locus of control belief into the external environmental factors need for affiliation, that is there is a need for the developing the relationship and maintaining the relationship and the preference of structure is there. So, how it has been interpreted by the follower is we in this context that is the whether the desire for control is there or not?

There is a relationship is not and preference of the structure is there is not and then followers' perception of their own skills. This is very, very important and what I was talking about there is unless and until you are the follower's perception of their own skill you are not concerned then definitely in that case, it will be very difficult to get the leadership complete.

(Refer Slide Time: 26:24)

**The Situational Factors in Path-Goal Theory**

Path Goal Theory consists three situational factors :

- Task
- Formal Authority System
- Primary Work Group

Each of these three factors can influence the leadership situation in one of three ways, As:

- Independent Motivational Factor
- Constraint on the Behavior of Followers (which may be either positive or negative in outcome)
- Reward.

So, Path Goal theory consists 3 situational factor task, formal authority of system and primary work group, independent motivational factors, constant on the behaviour of the followers and the rewards are there.

### (Refer Slide Time: 26:45)

The screenshot shows a Microsoft Word document titled 'Case Study: Direction for Some, Support for Others'. The text discusses Daniel Shavit's leadership style at The Copy Center, a small business near a university. It mentions that Daniel is a manager who employs about 18 people, most of whom work part-time while going to school full-time. The store caters to the university community by specializing in course packs, desktop publishing, and standard copying. An image of a building with a 'COPY CENTER' sign is shown, along with a link to the website <http://www.copycenter.com>.

So, this is about the one case study, the manager of a small business called the copy centre near a large university and plays about 18 people, most of whom worked part time while going to school full time. The store caters to the university community by specialization in course packs, it also provides desktop publishing and standard copying that is a copy centre is there.

### (Refer Slide Time: 26:56)

The screenshot continues the case study from the previous slide. It highlights that Daniel's leadership style stands out because he works with his part-time staff, most of whom are students, to schedule their work hours around their class schedules. Daniel has a reputation for being helpful with working out schedule conflicts. He is always willing to juggle schedules to meet the needs of everyone, which makes the store like a second family for them.

Two other national chain copy stores are in the immediate vicinity of the copy centre yet this store does the more business than both of the other stores combined. A major factor contributing to the success of the store is that Daniels leadership style. What was the leadership style? That was the, whenever the students were approaching to Daniel, for their

class studies and Daniel has a reputation for being really helpful with working out or the schedule conflict.

So, therefore entity if it is not like this, that I will work from this period to this period only. He was very cooperative and making the changes into the schedule according to the convenient of the followers, Daniel is always willing to juggle schedules to meet the needs of everyone. Students talk about how much they feel included as if Daniel makes the store like a second family for them. So that is becoming the very comfortable situation is there. I would like to give the example here of my camera man, Mr. Pankaj.

So, therefore, we are having different classes timing and he is always very cooperative whether it is a Saturday or whether it is the morning or evening as per hour after our class schedules. So, he is very happy to adjust during the lunch time especially. Now because the most of the common time which comes out for the recording duties for me is the lunch time and he is always ready. So, therefore, this is a helpful with working out the schedule conflicts are there. So, it is not like this that is working hours are this and during lunchtime I will not be able to do so therefore less working hours are there it is not like this.

#### (Refer Slide Time: 28:31)

The screenshot shows a Microsoft Word document window. The title 'Case Study (Cont.)' is visible. Below it is a bulleted list of four items:

- Work at The Copy Center divides itself into two main areas: **duplicating services** and **desktop publishing**. In both areas, Daniel's leadership is effective.
- **Duplicating** is a **straightforward operation** that entails taking a customer's originals and making copies of them. Because this job is tedious, Daniel goes out of his way to help the staff make it tolerable.
- He promotes a **friendly work atmosphere** by doing such things as letting the staff wear casual attire. Daniel spends a lot of time each day conversing informally with each employee; he also welcomes staff talking with each other. He has a ability for making each worker feel significant even when the work is insignificant.

At the bottom of the screen, the Windows taskbar is visible with various icons and the system clock showing 8:41 PM on 7/22/2022.

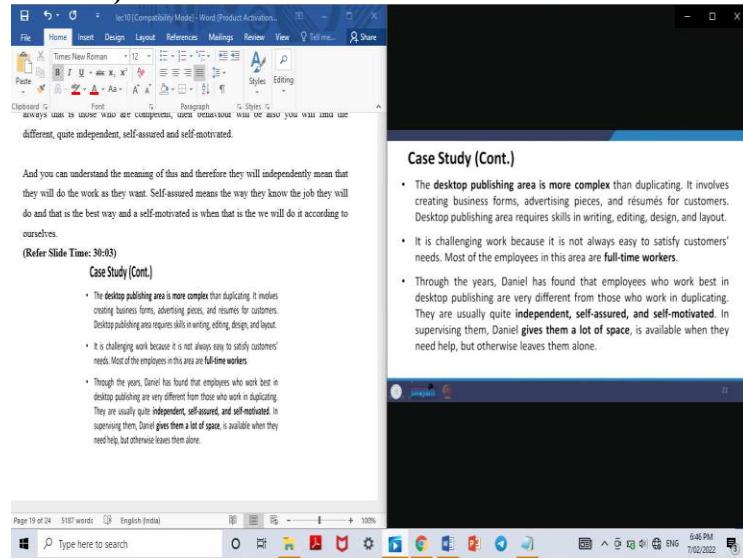
So, work at the copy centre divides itself into 2 main areas, duplicating services and desktop publishing. In both areas, leadership is effective. Duplicating is a straightforward preparation, taking a customer's original and making copies of them because this job is tedious. Daniel goes out of his way to help the staff make it tolerable because this is a more tedious job.

So, they but he is helping them a friendly work atmosphere by doing such thing as letting the staff we are casual attire, then Daniel spends a lot of time each day conversing informally with each employee, he also welcomes staff talking with each other, he has the ability for making each worker feel significant even when the work is insignificant is there. So that behaviour of the leader that when we can imagine from this case study the environment which he creates. In the desktop publishing area is more complex than duplicating.

It involves creating business forms advertising pieces and resumes. So therefore, it is challenging work is there. So satisfied customers most of the employees in this area are the full-time workers. Through the years, Daniel has found that the employees who work best in desktop publishing are very different from those who work in duplicating. Now, you see always that is those who are competent, their behaviour will be also you will find the different, quite independent, self-assured and self-motivated.

And you can understand the meaning of this and therefore they will mean that they will do the work as they want. Self-assured means the way they know the job they will do and that is the best way and a self-motivated is when that is the we will do it according to ourselves.

#### (Refer Slide Time: 30:03)



So, in supervising them did not use them a lot of space. You also please understand the meaning of these leadership styles. So, therefore give the space for the competent people, because they want their own style to perform when they need help, but otherwise leave them alone, otherwise do not touch them.

#### (Refer Slide Time: 30:24)

The screenshot shows a Microsoft Word document window. The title 'Case Study (Cont.)' is at the top. The text discusses Daniel's role as a resource person, his willingness to troubleshoot problems, and his success as a leader at The Copy Center. It also mentions the self-directed nature of desktop publishing employees.

Case Study (Cont.)

- Daniel likes the role of being the resource person for these employees. For example, if an employee is having difficulty on a customer's project, he willingly joins the employee in troubleshooting the problem. Similarly, if one of the staff is having problems with a software program, Daniel is quick to offer his technical expertise.
- Because the employees in desktop publishing are self-directed, Daniel spends far less time with them than with those who work in duplicating.
- Overall, Daniel feels successful with his leadership at The Copy Center. Profits for the store continue to grow each year, and its reputation for high-quality service is widespread.

So, role of being the resource person for these employees, if an employee is having difficulty on a customer's project, the willingness joins the employee in troubleshooting the problem. So therefore, but you see, the competent persons can also have the problems. So then join them to solve the problem. If one of the staff is having problems with a software program, Daniel is quick to offer his technical expertise. So because the employees in desktop publishing are self-directed Daniel spends far less time with them than with those who work in duplicating.

So, role of being the resource person for these employees, if an employee is having difficulty on a customer's project, the willingness joins the employee in troubleshooting the problem. So therefore, but you see, the competent persons can also have the problems. So then join them to solve the problem. If one of the staff is having problems with a software program, Daniel is quick to offer his technical expertise.

So because the employees in desktop publishing are self-directed Daniel spends far less time with them than with those who work in duplicating. Overall, Daniel feels successful with his leadership at the copy centre, profits for the store continues to grow each year and it is the reputation for the high-quality services widespread is there.

(Refer Slide Time: 30:57)

The screenshot shows a Microsoft Word document window. The title 'Case Study (Cont.)' is at the top. It contains four questions related to Path Goal theory and Daniel's leadership:

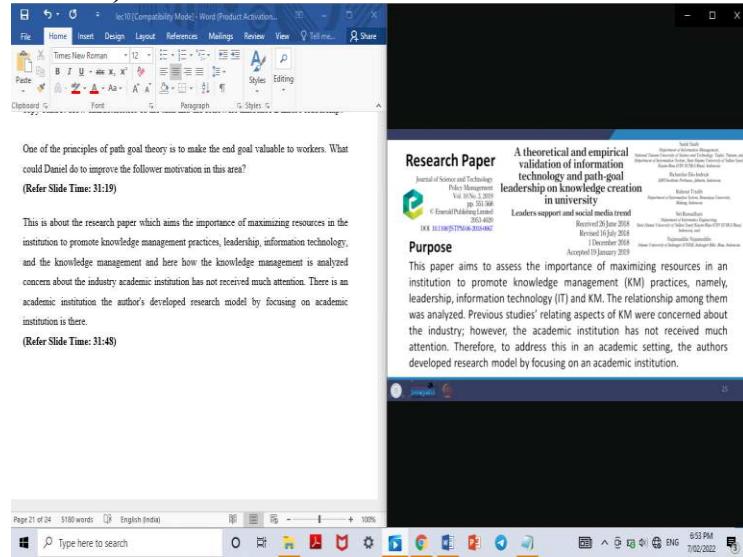
- Q1 According to path-goal theory, why is Daniel an effective leader?
- Q2 How does his leadership style affect the motivation of employees at The Copy Center?
- Q3 How do characteristics of the task and the followers influence Daniel's leadership?
- Q4 One of the principles of path-goal theory is to make the end goal valuable to workers. What could Daniel do to improve follower motivation in this area?

Research Paper A theoretical and empirical validation of information technology and path goal leadership on knowledge creation  
Journal of Business Research  
Volume 65, Number 10, October 2012, Pages 2422–2430  
ISSN 0167-493X  
doi:10.1016/j.jbusres.2012.05.020  
© 2012 Elsevier Inc. All rights reserved.  
Keywords:  
Path-goal theory; Information technology; Knowledge creation; Leadership

So, these are the questions for you for the assignment to Path Goal theory Why is generally an effective leader? How does this leadership style affect the motivation of employees at the copy centre? How characteristics of the task and the followers influence Daniel's leadership?

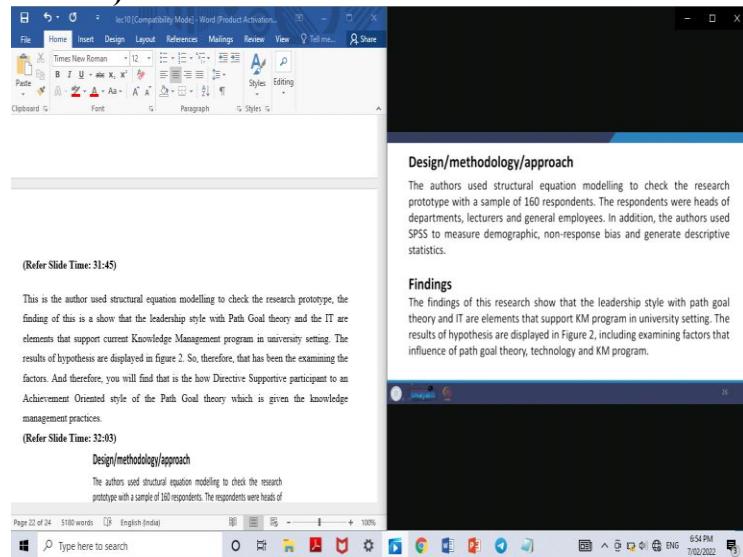
One of the principles of path goal theory is to make the end goal valuable to workers. What could Daniel do to improve the follower motivation in this area?

(Refer Slide Time: 31:19)



This is about the research paper which aims the importance of maximizing resources in the institution to promote knowledge management practices, leadership, information technology, and the knowledge management and here how the knowledge management is analyzed concern about the industry academic institution has not received much attention. There is an academic the author's developed research model by focusing on academic institution is there.

(Refer Slide Time: 31:45)



This is the author used structural equation modelling to check the research prototype, the finding of this is a show that the leadership style with Path Goal theory and the IT are elements that support current knowledge management program in university setting. The results of hypothesis are displayed in figure 2. So, therefore, that has been the examining the factors.

## (Refer Slide Time: 32:03)

This is the author used structural equation modelling to check the research prototype, the finding of this is a show that the leadership style with Path Goal theory and the IT are elements that support current knowledge management program in university setting. The results of hypothesis are displayed in figure 2. So, therefore, that has been examining the factors.

(Refer Slide Time: 32:03)

And therefore, you will find that is the how directive supportive participant to an Achievement Oriented style of the Path Goal theory which is given the knowledge management practices

And these Information Technology which was based on the social media and internet access that has been able to generalize that knowledge management with the Path Goal leadership style is there. Will the program academic institutions practical implications are there that will be helping you to share the increase in knowledge sharing in your city manager staff officers support to maximization. However, those who are from industry, they can find out that this will be helpful in the context

Findings (Cont.)

On the other hand, path goal theory had a positive influence on KM program ( $c = 0.13, p < 0.05$ ), and it had a positive influence on KM program ( $c = 0.20, p < 0.05$ ).

Research limitations

Finally, the authors are not to claim that this will be suitable in many academic institutions and organization types. In this study, the authors tested or checked existing leadership style in university, then suggest/explain to University what style of leadership currently they have and suggest to them how this style may support knowledge sharing practice in University

Diagram:

```
graph TD; Supervisor[Supervisor] --> Directive[Directive]; Directive --> PathGoal[Path Goal Theory]; PathGoal --> IT[Information Technology]; IT --> KMProgram[KM program]; KMProgram --> AchievementOriented[Achievement Oriented]; AchievementOriented --> KMProgram; KMProgram --> KMPractices[KM practices]; KMPractices --> SocialMedia[Social Media]; SocialMedia --> InternetAccess[Internet Access]
```

And therefore, you will find that is the how directive supportive participant to an achievement-oriented style of the Path Goal theory which is given the knowledge management practices. And this information technology which was based on the social media and internet access that has been able to generalize that knowledge management with the Path Goal leadership style is there.

## (Refer Slide Time: 32:29)

And these information technology which was based on the social media and internet access that has been able to generalize that knowledge management with the Path Goal leadership style is there.

(Refer Slide Time: 32:29)

Will the program academic institutions practical implications are there that will be helping you to share the increase in knowledge sharing in your city manager staff officers support to maximization. However, those who are from industry, they can find out that this will be helpful in the context.

(Refer Slide Time: 33:00)

Book Recommendation  
New Approaches to Effective Leadership  
Leadership and Organizational Performance

Research limitations (Cont.)

While the strength of this study provides an opportunity to explore the KM program of an academic institution, limitations do exist above. Therefore, this statement needs to be investigated and validated further.

Practical implications

The findings of this research may help companies and workers to initiate sharing knowledge or to encourage knowledge sharing in University. In addition, managerial staffs/officers are supposed to make standardization or regulation to encourage workers' participation for transferring their knowledge. In this aspect, company needs create such as training or formal/informal meeting to make their workers more confidence to communicate each other.

To explore the KM program academic institutions practical implications are there that will be helping you to share the increase in knowledge sharing in your city manager staff officers support to maximization. However, those who are from industry, they can find out that this will be helpful in the context. That is the leadership style, whatever the autocratic style is their participatory consultative style is there, which you can use to achieve the goals.

## (Refer Slide Time: 32:59)

The screenshot shows a Microsoft Word document with the following text:

Clipboard G

Font Paragraph Styles

helping you to share the increase in knowledge sharing in your city manager staff officers support to maximize. However, those who are from industry, they can find out that this will be helpful in the context. That is the leadership style, whatever the autocratic style is there participatory consultative style is there, which you can use to achieve the goals.

(Refer Slide Time: 32:59)

**Book Recommendation**

**New Approaches to Effective Leadership:**  
Cognitive Resources and Organizational Performance

Authors: Fred Fiedler, Joseph E. Garcia  
Publisher: 1987 by John Wiley and Sons  
Language: English  
Paperback: 240 Pages  
ISBN-10: 0471874566  
ISBN-13: 978-0-47-187456-0

Now, these are the books which have been referred that is the Fiedler's book read his own book that is the new approaches just to the effective leadership.

(Refer Slide Time: 33:12)

#### Book Recommendation

New Approaches to Effective Leadership:  
Cognitive Resources and Organizational Performance

Authors: Fred Fiedler, Joseph E. Garcia  
Publisher: 1987 by John Wiley and Sons  
Language: English  
Paperback: 240 Pages  
ISBN-10: 0471874566  
ISBN-13: 978-0-47-187456-0

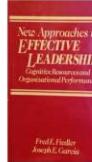


Image Source: <https://www.amazon.in/Fiedler-Approaches-Effective-Leadership-Cognitive/dp/0471874566>

Now, these are the books which have been referred that is the Fiedler's book read his own book that is the new approaches to the effective leadership.

**(Refer Slide Time: 33:06)**

The screenshot shows a Microsoft Word document with the following text:

Clipboard G

Font Paragraph Styles

This book presents a new theory of leadership and management. It provides a clearer understanding of why leaders are effective, the specific characteristics of a good leader, and how to increase effectiveness of leaders and their organizations. It incorporates such elements as the leader's personality, situational factors and stress, leader behavior, and the cognitive resource variables of intelligence, technical knowledge and skills and experience.

(Refer Slide Time: 33:16)

**Book Recommendation**

**New Approaches to Effective Leadership:**  
Cognitive Resources and Organizational Performance

Authors: Fred Fiedler, Joseph E. Garcia  
Publisher: 1987 by John Wiley and Sons  
Language: English  
Paperback: 240 Pages  
ISBN-10: 0471874566  
ISBN-13: 978-0-47-187456-0

And this book is recommended a clear understanding of why leaders are effective? Such elements as leaders' personal decision factors and stress, which he has mentioned. These are

#### Book Recommendation

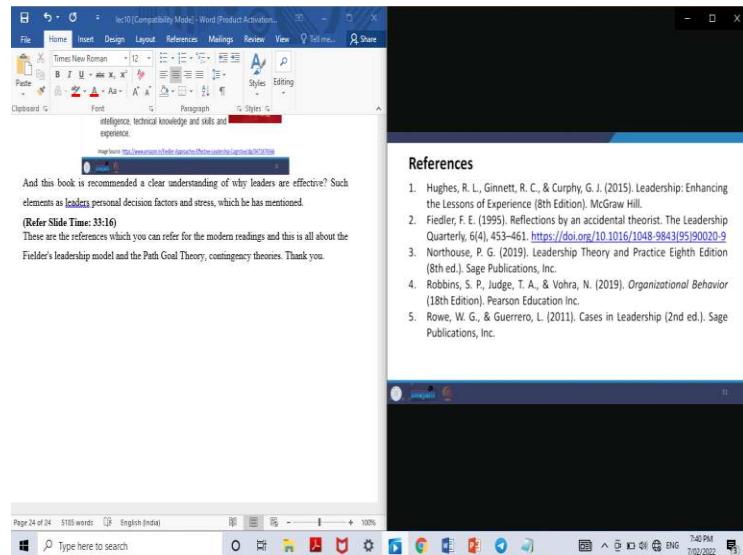
This book presents a new theory of leadership and management.

- It provides a clearer understanding of why leaders are effective, the specific characteristics of a good leader, and how to increase effectiveness of leaders and their organizations.
- It incorporates such elements as the leader's personality, situational factors and stress, leader behavior, and the cognitive resource variables of intelligence, technical knowledge and skills and experience.

Image Source: <https://www.amazon.in/Fiedler-Approaches-Effective-Leadership-Cognitive/dp/0471874566>

And this book is recommended a clear understanding of why leaders are effective? Such elements as leaders' personal decision factors and stress, which he has mentioned.

**(Refer Slide Time: 33:16)**



These are the references which you can refer for your further more readings and this is all about the Fielder's leadership model and the Path Goal Theory, contingency theories. Thank you.

**Leadership and Team Effectiveness**  
**Prof. Santosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology-Roorkee**

**Lecture-11**  
**Charismatic and Transformational Leadership**

So, in the past, these leadership models, we have talked about the member exchanger model, then AOR model, Hershey and Blanchard's model, then we talk about the normative decision-making model then we have talked about the, Fiedler's model and then we have talked about the Path-goal theory model. In continuation of this different style of leadership now, today we will talk about the charismatic and transformational leadership style is there.

**(Refer Slide Time: 00:53)**



**Content**

- Charismatic Leadership
  - Types of Authority Systems
  - Transactional Leadership
  - Transformational Leadership
  - Charismatic vs Transformational Leadership
  - Charismatic & Transformational Leadership (Common)
  - Case Study
  - Research Paper
  - Book Recommendation
  - References

Image Source: <http://clipart-library.com/clipart/56784.htm>

So, here we will talk about the charismatic leadership, types of the authority systems, transactional leadership, transformational leadership, charismatic versus transformational leadership, charismatic and transformational leadership common, case studies, as usual, the case study research papers, and the book recommendations we will talk about is there.

**(Refer Slide Time: 01:06)**

**Charismatic Leadership**



Mahatma Gandhi

- Charismatic leaders are passionate, driven individuals who can paint a **compelling vision of the future**. Through this vision they can generate high levels of excitement among followers and build particularly strong emotional attachments with them.
- Some charismatic leadership can result in **positive and relatively peaceful organizational or societal changes**; Mahatma Gandhi and Nelson Mandela have done a commendable work for their respective countries.

Image Source: : [https://en.wikipedia.org/wiki/Mahatma\\_Gandhi](https://en.wikipedia.org/wiki/Mahatma_Gandhi)

So, whenever we are talking about the charismatic leadership, leaders are passionate, driven individuals who can paint a compelling vision of the future right. Through this vision, they can generate high levels of excitement among the followers and build a particularly strong emotional attachment with them is there. So, therefore in that case, whenever we are talking about leadership so with, leadership is always concerned with the vision; vision is there.

So, naturally, when we are talking about leadership, then definitely a vision will be there. So, generate the high levels of excitement. This generation of a high level of excitement that is a strong emotional attachment and connects basically. The word which I would like to use here for the strong emotional management, attachment, is there that is the connect. So therefore, in that case, we will find that is whenever we want to make this a particular relationship between the leader and the followers.

Then it becomes very, very important that is we are having that connect with that vision emotionally connect, some characters charismatic leaderships can result in positive and relatively peaceful organizational or the societal changes are there and therefore in that case whenever we are talking about the implication. Now the practical implication of this charismatic leadership is that that is a peaceful organization is there or the societal change is there. Mahatma Gandhi and Nelson Mandela have done commendable work for their respective countries. These are the examples are there.

**(Refer Slide Time: 02:53)**

## Charismatic Leadership (Cont.)

- On the downside, when this passion is for selfish gains, history mournfully suggests it can have an equally **devastating effect on society**. Examples might include Hitler of Germany or Kim Jung-Un of North Korea.
- "Charismatic Leadership is "resting on devotion to the exceptional sanctity, heroism or exemplary character of an individual person, and of the normative patterns or order revealed or ordained by him". – **Max Weber**



Adolf Hitler

Image Source: <https://www.onthisday.com/people/adolf-hitler>

On the downside, when this passion is passed the selfish gains, history mournfully suggests it can have an equally devastating effect on society. Examples might include the Hitler of Germany or the Kim Jung-Un of North Korea. Charismatic leadership rests on the devotion to the exceptional sanctity, heroism, or exemplary character of an individual person and of the normative patterns or the order revealed or ordained by him.

**(Refer Slide Time: 03:14)**

## Charismatic Leadership (Cont.)



Max Weber

- Prior to the mid-1970s charismatic leadership was studied primarily by historians, political scientists, and sociologists.
- Of this early research, Max Weber arguably wrote the single most important work where he maintained that societies could be categorized into one of three types of authority systems:
  - Traditional
  - Legal-Rational
  - Charismatic

(Weber, 1964)

Image Source: [https://en.wikipedia.org/wiki/Max\\_Weber](https://en.wikipedia.org/wiki/Max_Weber)

So, then about the Max Weber, we will talk about 1970s charismatic leadership was studied primarily by the historians, political scientists, and the sociologist is there. Now, this is becoming the very much important for us. That is, if you want to create history, everybody, whenever he is in the leadership position then he wants to put a landmark, he wants to put a footsteps so that is the others can follow it and then he wants to be the historians also.

So, that is the historical decisions, historical steps, and that will be the achievement of this charismatic leadership will be there. So earlier, it was the historian, scientists, and sociologists, and they have followed this particular type of these charismatic leadership are there. Of this, the early research Max Weber arguably wrote in 1964 was the single most important work where he maintained that societies could be categorized into one of three types of authority systems. That is a traditional one, legal-rational and the charismatic is there.

(Refer Slide Time: 04:28)

**Types of Authority Systems**

- In the **traditional authority system**, the traditions or unwritten laws of the society dictate who has authority and how this authority can be used. The transfer of authority in such systems is based on traditions such as passing power to the first-born son of a king after the king dies.
- In the **legal-rational authority system** a person possesses authority not because of tradition or birthright but because of the laws that govern the position occupied. For example, elected officials and most leaders in nonprofit or publicly traded companies are authorized to take certain actions because of the positions they occupy. The power is in the position itself rather than in the person who occupies the position.

Now in the traditional authority system, the traditions or the unwritten laws of the society dictate who has authority and how his authority can be used? Now, this is very, very important; there is a positioning. You see earlier in the society what has been unwritten. Unwritten means well accepted as a tradition that is who has the authority and how this authority can be used? So, therefore it will be decided by society; society will decide.

So, the leader was driven by the conditions of the society. The transfer of authority in such a system is based on the traditions such as passing power to the firstborn son of a king after the king dies, and therefore, in that case, the society was having this dictation that is the power to the firstborn son of the king after the king dies is there. In the legal-rational authority system, a person possesses the authority not because of tradition or birthright.

Like in the previous case, we have seen in the traditional authority system, but because of the laws that govern the position occupied. For example, elected officials and most leaders in non-profit are publicly traded companies are authorized to take certain actions because of the

positions they occupy and the powers in this position itself rather than in the person who occupies the position is there.

And therefore, in that case, once the like a manager, you can say when the manager becomes a charismatic leader, how he is becoming the charismatic leader? When he has occupied a particular position and on that position, what he is doing is he is having that the decision-making style in such a way that he is creating on the basis of that position he creates that authority.

And in this case, that legal-rational authority system that is making these particular aspects in the case of this that how that charismatic leader he has been evolved. So, he has been evolved by the position. However, in the previous example in the traditional authority system, it is by the tradition of the society that the person has occupied that particular position of the leadership.

(Refer Slide Time: 06:48)

**Types of Authority Systems**

- In the **charismatic authority system**, people derive authority because of their exemplary characteristics. Charismatic leaders are thought to possess superhuman qualities or powers of divine origin that set them apart from ordinary mortals. The locus of authority in this system rests with the individual possessing these unusual qualities; it is not derived from birthright or laws.

According to Weber, charismatic leaders come from the **margins of society** and **emerge as leaders in times of great social crisis**. These leaders focus society both on the problems it faces and on the revolutionary solutions proposed by the leader. Thus charismatic authority systems are usually the result of a **revolution against the traditional and legal-rational authority systems**.

But in the charismatic authority system, when we talk about people derive authority because of their exemplary characteristics. Charismatic leaders are through to possess superhuman qualities or powers of the divine origin here. Now the question arises that is whether are you able to develop those superhuman qualities? What are the superhuman qualities? That we will see in the trades of the charismatic leaders or the powers of the divine that we say that he has the god element.

So, many people for our prime minister Narendra Modi Ji say that it is the element of god. So, powers of divine origin that save them apart from the ordinary mortals are there. The locus of authority in this system rest with the individual possessing these unusual qualities. So, there are certain unusual qualities that are there which the individuals are possessing, and as a result of which, they are becoming the powers of divine or the superhuman quality.

It is not derived from the birthright or laws, and it is not because that is they have born into a particular family or they have given the legal authority relationship but the position only. So, because the many country heads may have the positioning power, they will not necessarily have the charismatic leadership. According to Weber, charismatic leaders come from the margins of society.

They emerge from the margins of society and emerge as leaders in times of great social crisis is there, and whenever they serve the society, I would like to connect here; we will talk later on also that is servant leadership and leaders in the times of the great social crisis that will be doing. These leaders focus on society both on the problems it faces and on the revolutionary solutions proposed by the leader. So, thus cosmetic authority systems are usually the result of a revolution against a traditional and legal-rational authority system.

So, charismatic leaders are coming the out against or out of the box as a result of other than your traditional systems of the leadership style is there or when you are legal that authority position relationship is there, or the leaders' position is there, and then they are emerging as a charismatic leader no, it is not like this. Rather than first, they are coming up from the margins of the society, and secondly, they have come out of the revolution, and as the revolution takes place, these charismatic leaders and they emerge.

**(Refer Slide Time: 09:38)**

**Transactional Leadership**

- The debate surrounding charismatic leadership shifted dramatically with the publication of James MacGregor Burns's *Leadership* (Burns, 1978).
- Burns was a prominent political scientist who had spent a career studying leadership in the national political arena. He believed that leadership could take one of two forms :
  - Transactional**
  - Transformational**

Image Source: <http://changetheworld.ca/james-macgregor-burns-leadership/>

Here we will find about transactional leaders; who are the transitional leaders are there? The debate surrounding charismatic leadership shifted dramatically with the publication of James MacGregor Burn's leadership; once in 1978, Burn's was a prominent political scientist who had spent a career studying leadership in the national political arena. He believed that leadership could take one of the two forms, transactional or transformational is there. First, we will take transactional leadership. Transaction leadership occurs when leaders and followers are in some type of exchange relationship.

**(Refer Slide Time: 10:10)**

**Transactional Leadership (Cont.)**

- Transactional leadership occurred when leaders and followers were in some type of **exchange relationship** to get needs met. The exchange could be economic, political, or psychological, and examples might include **exchanging money for work, votes for political favors, loyalty for consideration**, and so forth.
- Transactional leadership is common but tends to be transitory in that there may be **no enduring purpose** to hold parties together **once a transaction is made**.
- Burns also noted that while this type of leadership could be quite effective, it did not result in organizational or societal change and instead tended to perpetuate and legitimize the status quo.

What type of the exchange relationship is there to get the needs meet? So, therefore what are they fulfilling? They are fulfilling the needs of each other. The exchange could be economic. So, therefore this can be the economic exchange or political exchange, or the psychological

exchange and examples might include exchanging money for work, votes for political favors, loyalty for consideration, and so forth.

So, therefore transactional leadership which is coming to the given tech exchange relationship, is there and therefore it is having the exchanging money for work and there what happens that the leader is in the position because he is giving that salary, pay, packages are there or there maybe what are the political favors also. In that case you will find that is that the transitional leader has emerged as getting contributing to the society and society is giving him the votes or the loyalty for consideration is there.

And therefore in that case because he has the loyalty for the organization and the organization is giving something. Transactional leadership is common but tends to be transitory in that there may be this is very important word because you will understand the difference between the transactional and transformational leadership on the basis of this transitory. Transitory means with the period of time.

So, therefore in the case of the period of time in that there may be no enduring purpose to hold parties together once a transaction is made. So, once transaction is done forget about it. So, therefore in that case in the transactional leadership it is existing till the transaction takes place. Once also noted that while this type of leadership could be quite effective it did not result in organizational or societal change and instead tended to perpetual and legitimate the status quo also.

So, therefore this type of leadership will be if it did not result in societal change rather than it will be the perpetual and legitimate status quo and therefore in that case you will find this transaction leadership is have been with the prayer of time which is the working. While when we are talking about the transformational leadership the second form of leadership suggested by Burn's in transformational leadership is which changes the status quo by appealing to followers' values and their sense of higher purpose.

**Refer Slide Time: 12:41)**

**Transformational Leadership**

- The second form of leadership suggested by Burns is **transformational leadership**, which changes the status quo by appealing to followers' values and their sense of higher purpose.
- Transformational leaders articulate the problems in the current system and have a compelling vision of what a new society or organization could be.
- This new vision of society is intimately linked to the values of both the leader and the followers; it represents an ideal that is congruent with their value systems.

Image Source: <https://depositphotos.com/vector-images/politics.html?gview=24942937>

10

The transformational leaders articulate the problems in the current system, so therefore here it is changes the status quo. While the transactional that is going with the development product time and then it stops. But here it is challenging the status quo that is the follower's values and their sense of higher purpose. So, they are comfortable, they are working in a particular style of the value systems and here the leader what he does? He changes.

The challenges and changes transformational leaders articulate the problems in the current system and he finds out what is wrong is going on in the current system and have a compelling vision of what a new society or organization could be and it is a change. Basically this is related with the change management is there transformational leadership. Transactional is also is a change definitely but then in that transactional is the periodical changes there.

And therefore in that case it is a give and take and the directions have been given the followers are performing and the money is paid, loyalty for consideration and all these aspects are there. But here it is totally a change and whenever we are talking about a change a vision has been given and that vision is creation of the new society. So, normally what the leader wants? Leader wants to transform the organization why the transformation leadership to take it to the next level.

Next level by totally changing but the followers values are changed their sense of higher the higher purpose have been changed and this new vision of the society is intimately linked to the values of both the leader and the followers. But it is not forcefully, it is not a push

technique of change. Rather than it is the he gives a vision, transformational leader just says that is no this our society has to be the tech savvy society, technology oriented society.

There has been science and technology behind the principles and therefore it should be art also because we are studying the management so we always talk about the balancing between the science and art. But the science that is about the change of the technology developing the society making it the modern society not the western society I am talking about, I am talking about the modern society that is for that purpose the vision has to be given. And it represents an idea that ideal that the congregate with their value systems are there but we be careful if you want to be the transformational leader by studying this then in that case yes you can change.

You can create a vision but that vision should not change the value system, that is a beauty our society culture, society values, societal norms. That should not be changed, but ultimately then we are changing we are changing the society with the modern look. And that is technology based look is there I am giving just one example and this example can be applicable for the organization also. So, organizational values will not change, the organizational norms will not change but the organization's look will change. Organizations will be more tech savvy.

(Refer Slide Time: 16:20)

**Transformational Leadership (Cont.)**

- According to Burns, transformational leadership is ultimately a moral exercise in that it raises the standard of human conduct.
- This implies that the acid test for transformational leadership might be the answer to the question "**Do the changes advocated by the leader advance or hinder the development of the organization or society?**"
- Transformational leaders are also skillful at reframing issues; they point out how the problems or issues facing followers can be resolved if they fulfill the leader's vision of the future.
- These leaders also teach followers how to become leaders in their own right and incite them to play active roles in the change movement.

So, according to Burn's transformation leadership is ultimately a moral exercise in that it raises the standard of human conduct, the standard of human conduct is rest not the change. This implies that the acid test for transport leadership might be the answer to the question do

the changes advocated by the leader advance or hinder the development of the organization or society? It is a very big question.

Now dear friends you please understand that is whenever any leader is advocating a change where it leads to, whether it is leading to the development of the society or it is leading towards the hinder development of the society? Because if it is for the short term so you will find it is development but long term it is the entrance. So, be careful that is there should not be the hindrance that is your original values, organizational values, societal values that remain has to be same.

Transformational ideas are also skillful at reframing issues; they point out how the problems or issues facing followers can be resolved if they fulfill the leader's vision of the future and therefore leaders should be skillful enough that is with the remaining your values how you will making the changes that will be there for their problems. The current problems will be changed and resolved if they fulfill the leaders' vision of the future.

And these leaders also teach followers how to become leaders in their own right and inside them to play active roles in the change movement is there. So, whenever we are talking about the charismatic versus transformational leadership. All transformational leaders are charismatic but not all charismatic leaders are transformational.

**(Refer Slide Time: 18:06)**

**Charismatic vs Transformational Leadership**

- "All transformational leaders are charismatic, but not all charismatic leaders are transformational". Transformational leaders are charismatic because they can articulate a compelling vision of the future and form strong emotional attachments with followers. However, this **vision** and these relationships are **aligned with followers' value systems** and help them get their needs met.
- Charismatic leaders who are not transformational can convey a vision and form strong emotional bonds with followers, but they do so to get their **own (that is, the leader's) needs met**.
- Both charismatic and transformational leaders strive for organizational or societal change; **the difference is whether the changes are for the benefit of the leader or the followers**

Transformational leaders are charismatic because they can articulate a compelling vision of the future. So, therefore in that case what they do? They are creating a future and strong

emotional attachment with the follower. However, this vision and these relationships are aligned with followers value systems and help them to get their needs meet. So, therefore in that case when we are talking about the charismatic leaders are there they are more focused with the value systems of the followers.

Whenever we are talking about charismatic leaders who are not transformational can convey a vision and form a strong emotional bond with the followers. But they do so to get their own needs made, that is a leader's need it is there. So, both charismatic and transformational leaders try for the organizational or the societal change. The difference is whether the changes are for the benefit of the leader or for the benefit of the follower.

And naturally what you will be looking for? You will be looking for the benefit of the follower. However, the leaders can work for their own benefits also, but definitely we will be seeing this vision and these relationships are aligned with the followers are there. So, here it is becoming very, very important that is the emotional connect with the followers is very important and then they should be developed.

**(Refer Slide Time: 19:30)**

Charismatic vs Transformational Leadership	
Charismatic Leadership	Transformational Leadership
Leader is the "head of the show"	Leader is open to followers' input and participation.
Vision fulfillment by stimulating followers to leader's vision	Vision fulfillment inclusive of follower and leader vision.
Charismatic leaders are most likely to emerge in crisis situations.	Transformational leaders can emerge at different levels of the organization.
Behaviour aimed at leader-driven goals and promote feelings of obedience and dependency in followers.	Behaviour aimed at encouraging teamwork and commitment to shared goals.

Now I would like to take the certain comparison between the charismatic leadership and the transformational leadership is there. A leader is the head of the show and he is in charismatic leadership vision fulfillment by stimulating followers to leader's vision and the cosmetic leaders are most likely to emerge in crisis situation from the margins and behaviour aimed at leader-driven goals and promote feelings of obedience and dependency in followers. While in case of the transformational leadership leader is open to follower's inputs and participation.

Vision fulfillment includes your follower and leader vision. It is not follows to leaders vision only, but it is inclusive of followers and leaders vision. Transformational leaders can emerge at the different levels of the organizational. Behaviour aimed at encouraging teamwork and commitments to share the goals are there. So, here in the case of the charismatic leadership the behaviour is aimed for the feeling of obedience and dependency in followers. So, followers should follow the leader. While in the transformational it is encouraging the teamwork and commitment to share the goals are there.

**(Refer Slide Time: 20:37)**

**Charismatic & Transformational Leadership (Common)**

- Though there are several fundamental difference among charismatic and Transformational Leadership, many researchers like (Bass & Bass 2009) who do not differentiate charismatic from transformational leadership, or see charisma as a component of transformational leadership.
- There are different common threats to both Charismatic and Transformational Leadership in areas relating to
  - Leader Characteristics
  - Follower Characteristics
  - Situational Characteristics

Though there are several fundamental differences among the charismatic and transformational leadership, many researchers like the Bass and Bass 2009 who do not differentiate charismatic from transformational leadership or see charisma as a component of the transformational leadership. There are different common threats to both charismatic and transformational leadership's area to leader characteristics, because if it is the leader oriented then in that case then what the characteristic of a leader is? Follows characteristics if it is a transformational or the situational characteristics it is for both.

**(Refer Slide Time: 21:18)**

**Common Leader Characteristics**

- **Vision** Both transformational and charismatic leaders are inherently future-oriented. They involve helping a group move "from here to there." They recognize the shortcomings of the present order and offer an imaginative vision to overcome them (Naidoo, 2008).

Groups that lack vision      Groups with vision

- **Rhetorical Skills** Charismatic and Transformational leaders have superb rhetorical skills that heighten followers' emotional levels and inspire them to embrace the vision. Both the content of their speeches and the way they are delivered are vitally important.

Image Source: (Hughes, Ginnett, & Curphy, 2015)

So, common leader characteristics as the vision both transformational and charismatic leaders are inherently future oriented. They involve helping a group move from here to there. So, therefore in that case they recognize the shortcomings of the present order and offer an imaginative vision to overcome them. In both the cases whether it is a charismatic or it is a transformational both the leaders they want to go for the future vision.

Then rhetorical skills charismatic and transformational leaders have superb rhetorical skills that heighten follower's emotional levels and inspire them to embrace the vision. So, therefore both are what they are catalyzing emotions of the followers? Both the contents of their speeches and the way they are delivered are vitally important.

(Refer Slide Time: 22:04)

**Common Leader Characteristics**

- **Image and Trust Building** Leaders build trust in their leadership and the attainability of their goals through an image of seemingly unshakable self-confidence, strength of moral conviction, personal example and self-sacrifice, and unconventional tactics or behavior (House, 1977).
- **Personalized style of leadership** Leaders share strong, personal bonds with followers, even when the leader occupies a formal organizational role. It is personalized leadership style that seems to be responsible for the feelings of empowerment notable among followers.

Image and the trust building: Leaders build a trust in their leadership and the attainability of their goals through an image of seemingly unshakable self-confidence, strength of moral conviction, personal example of the self-sacrifice and the unconventional tactics to behaviour is there. This is the image of the leader is there. Personalized style of leaders: Leader's share strong personal bonds with followers.

Even when the leader occupies a formal organizational role, it is a personalized leadership style that seems to be responsible for the feelings of empowerment notable among the followers are there. So, therefore it is a personalized style of the leadership is there. Now whenever we are talking about that is the identification with the leader and the vision. The followers bond with a leader because they may be intensely dissatisfied with the status quo.

**(Refer Slide Time: 23:00)**

**Common Follower Characteristics**

- **Identification with the Leader and the vision** Followers bond with a leader because they may be intensely dissatisfied with the status quo and see the implementation of the vision as a solution to their problems.
- **Heightened Emotional Levels** Emotions are often the fuel driving large-scale initiatives for change, and leaders often do all they can to maintain them, including getting followers to think about their dissatisfaction with the status quo or making impassioned appeals directly to followers.

And they see the implementation of the vision as a solution to their problems are there. Well in case of these heightened emotional levels are concerned where the leaders are having the high emotional levels in the both the cases; whether it is a charismatic or it is a transformational we have seen in both the cases it is becoming very, very important the followers emotions. So, common follower characteristics are there.

That is they are driven, followers are driven by the emotions and leader offers to do all they can to maintain them, their emotions are to be protected, including getting followers to think about their dissatisfaction with the status quo. That is the why they are in the current situation and there are certain problems and making impatient appeals directly to followers are sensitizing them.

That if this current situation is not favourable and therefore it is better that is we are creating for the future goals. Willing subordination to the leader and so they are not only emotionally charged but involves the followers submissiveness to leaders authority and followers often naturally and willingly submit to the leaders apparent authority and the superiority is there.

(Refer Slide Time: 24:16)

### Common Follower Characteristics

- **Willing Subordination to the Leader** It involves followers' submissiveness to leader's authority. Followers often naturally and willingly submit to the leader's apparent authority and superiority.
- **Feelings of Empowerment** Leaders set high expectations while expressing confidence in their abilities and providing ongoing encouragement and support. Somewhat paradoxically, followers feel stronger and more powerful at the same time they willingly subordinate themselves to the leader.

And therefore in that case it is becoming the naturally and willing what followers are doing because the vision is created. The vision which has been created by the leader which is emotionally connect of the followers and therefore there is nothing like the resistance. They become the followers; they become the followers because they are naturally and willingly because of the common vision or goal. These feelings of empowerment. So, what will happen?

That is when they will become the leaders what will happen? That is they will be having this particular achievement with the help of the empowerment. Leaders set high expectations while expressing confidence in their abilities and providing ongoing encouragement and support. Somewhat paradoxically, followers feel stronger and more powerful at the same time and they willingly subordinate themselves to the leader is there. So, what are the common situation characteristics crisis is one. An important situational factor associated with the leadership is the crisis.

(Refer Slide Time: 25:30)

**Common Situation Characteristics**

- **Crises** An important situational factor associated with leadership is the crisis. Although it may not make every leader look charismatic, but it may set the stage for particular kinds of leader behaviors to be effective.
- **Social Networks** Attributions of charisma will spread more quickly in organizations having well established social networks, where everybody tends to know everyone else.
- **Downsizing** People believe that downsizing destroys the implicit contract between employer and employee, and it greatly diminishes the odds of charismatic leadership emergence.
- **Time** It takes time for leaders to develop and articulate their vision, heighten followers' emotional levels, build trusting relationships with followers, and direct and empower followers to fulfill the vision.

Although it may not make a leader look charismatic but it may set the stage for the particular kinds of leader behaviours to be effective. Social networks: Attributions of the charisma will spread more quickly in organizations having well established social networks where everybody tends to know everyone else. So, therefore that will be the social network will be developed. There will be the downsizing; people believe that downsizing destroys the implicit contract between the employer and employee and it greatly diminishes the odds of the charismatic leadership emergency is there.

So, if there is a downsizing then definitely it will go into the diminishes the odds of the charismatic leader. Time; another dimension is very, very important is the time. It takes time for leaders to develop and articulate their vision and then heighten followers emotional levels, build a trusting relationship with the followers and directly empower followers to fulfill the vision. Now here I would like to take a very beautiful case study that is keeping up with the Bill Gates. Bill Gates inhibited intelligence ambition and competitive spirit from his father.

**(Refer Slide Time: 26:34)**

### Case Study : Keeping up with Bill Gates

- Bill Gates inherited intelligence, ambition, and a competitive spirit from his father, a successful Seattle attorney. After graduating from a private prep-school in Seattle, he enrolled in Harvard but dropped out to pursue his passion-computer programming.



Bill Gates

- Paul Allen, a friend from prep school, presented Gates with the idea of writing a version of the BASIC computer language for the Altair 8800, one of the first personal computers on the market. Driven by his competitive nature, Gates decided he wanted to be the **first to develop a language to make the personal computer accessible for the general public**.

Image Source: <https://www.evolve.org/contributors/BillGates>

A successful Seattle attorney. After graduating from a private prep-school in the Seattle, he enrolled in the Harvard but dropped out to pursue his passion-computer programming. Paul Allen a friend from the prep school presented Gates with the idea of writing a version of the basic computer language for the Altair 8800, one of the first personal computers on the market and driven by his competitive nature, Gates decided he wanted to be the first to develop a language to make the personal computer accessible for the general public.

(Refer Slide Time: 27:07)

### Case Study (Cont.)

- He and Allen established the Microsoft Corporation in 1975. Gates's passion and skill were programming—he would work hard to meet the extremely aggressive deadlines he set for himself and his company.
- Eventually Gates had to bring in other programmers; he focused on recent college graduates. "We decided that we wanted them to come with clear minds, not polluted by some other approach, to learn the way that we liked to develop software, and to put the energy into it that we thought was key."
- In the early days of Microsoft, Gates was in charge of product planning and programming while Allen was in charge of the business side. He motivated his programmers with the claim that whatever deadline was looming, no matter how tight, he could beat it personally if he had to.

He and Allen established the Microsoft Corporation in 1975 and Gates passion and skill where programming, he would work hard to meet the extremely aggressive deadlines as he said for himself and his company. Eventually Gates had to bring in other programmers he focused on decent college graduates. We decided that we wanted them to come with clear

minds, not polluted by some other approach, to learn the way that we like to develop software.

And to put the energy into it that we thought was key. In the early days of Microsoft Gates was in charge of product planning and programming while Allen was in the charge of the business side. He motivated his programmers with the claim that whatever deadline was looming no matter how tight he could beat it personally if he had to.

(Refer Slide Time: 27:54)

**Case Study (Cont.)**

- What eventually developed at Microsoft was a culture in which Gates was king. Everyone working under Gates was made to feel they were lesser programmers who couldn't compete with his skill or drive, so they competed with each other.
- They worked long hours and tried their best to mirror Gates-his drive, his ambition, his skill. This internal competition motivated the programmers and made Microsoft one of the most successful companies in the computer industry, and one of the most profitable.
- The corporation has created a tremendous amount of wealth—many of its employees have become millionaires while working at Microsoft.

Image Source: <https://www.theverge.com/2012/8/23/3262517/microsoft-new-logo>



Microsoft  
Microsoft Logo

What eventually developed at Microsoft was a culture in which Gates was king. Everyone working under Gates was made to fill; they were lesser programmers who could not compete with his killer drive. So, they competed with each other. They worked long hours and tried their best to mirror Gates-his drive, his ambition, his skill, everybody put very high effort. This internal competition motivated the programmers and made Microsoft one of the most successful companies in the computer industry and one of the most profitable. The corporation has created a tremendous amount of wealth many of its employees have become millionaires while working at Microsoft.

(Refer Slide Time: 28:36)

**Case Study (Cont.)**

- Bill Gates, currently one of the richest men in the world. During the 1990s Bill Gates's net worth grew at an average rate of \$34 million per day; that's \$200 million per week!
- Gates needed a castle for his kingdom, so he built a much-talked-about house on Lake Washington.
- The house lies mainly underground and looks like a set of separate buildings when viewed from above. The house was conceived as a showcase for Microsoft technology—it took \$60 million, seven years of planning and construction, and three generations of computer hardware before it was finally finished.

  
Bill Gates' House at Lake Washington

Image Source: <https://www.theverge.com/2012/8/23/3262517/microsoft-new-logo>

Bill Gates, currently one of the richest men in the world. During the 1990s Bill Gates net worth grew at an average rate of 4 dollars 34 million per day that is a dollar 200 million per week. Gates needed castle for his kingdom, so he built a much-talked-about a house on lake Washington. The house lies mainly underground and looks like a set of separate buildings when viewed from above. The house was conceived as a showcase for the Microsoft technology. It took a dollar 60 million 7 years of planning and construction and 3 generations of computer hardware before it was finally finished.

**(Refer Slide Time: 29:08)**

**Case Study (Cont.)**

**Q1)** Would you classify Bill Gates as a charismatic or transformational leader? Why?

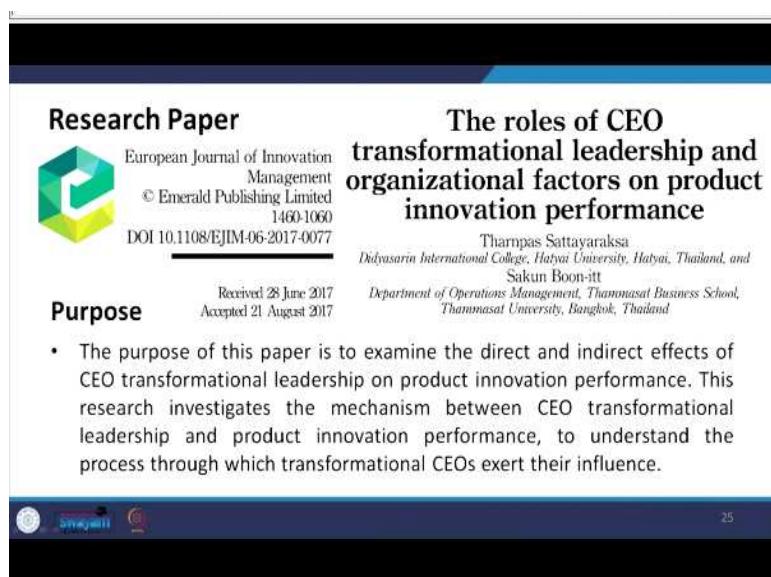
**Q2)** Consider the followers and employees of Gates. What are some unique characteristics of Gates's followers that might identify him as charismatic or transformational?

Now these are the questions for your assignment. Would you classifier Bill Gates as a charismatic a transformational leader? Because when what we have discussed and studied that is a charismatic and transformational question arises this development of Microsoft by

the leadership of Bill Gates where do you classify? Consider the followers and employees of Gates.

What are the some unique characteristics of gates follows that might identify him as a charismatic or the transformational is there and therefore identify that is the exactly what characteristics are there? This is the research paper role of CEO transformation leadership and the organizational factors and product innovation performance.

(Refer Slide Time: 29:48)



The purpose of this paper is to examine the direct and indirect effects of the CEO transformational leadership on product innovation performance and this research initiates the mechanism between CEO transformational leadership and product innovation performance to understand the process through which the transformational CEOs exert their influence is there.

(Refer Slide Time: 30:06)

**Design/methodology/approach**

- This study is a quantitative research. Data were collected from 269 manufacturing firms in Thailand through a mail survey. This research applied a two-step structural equation modeling process.

**Findings**

- The results indicate that CEO transformational leadership indirectly affects product innovation performance through an innovation culture, organizational learning, and the new product development (NPD) process. CEO transformational leadership has a strong effect on innovation culture and organizational learning. Organizational learning is strongly associated with the NPD process, which significantly leads to product innovation performance.

This particular research study is a quantitative research, data were collected from 269 manufacturing firms in the Thailand through a mail survey. This is applied a two-step structural equation modeling process. The result indicates that is the CEO transformation leadership indirectly affects product innovation performance through an innovation culture, organizational learning and the new product development process is there.

So, CEO transformation leadership has a strong effect on innovation culture and organizational learning with the NPD process which significantly leads new product development process which significantly leads to product innovation performance. By integrating the knowledge of the leadership and operations management fields this study helps extend the understanding of how leaders at the top of an organization and it influence the new product development processes and product innovation outcomes.

**(Refer Slide Time: 30:59)**



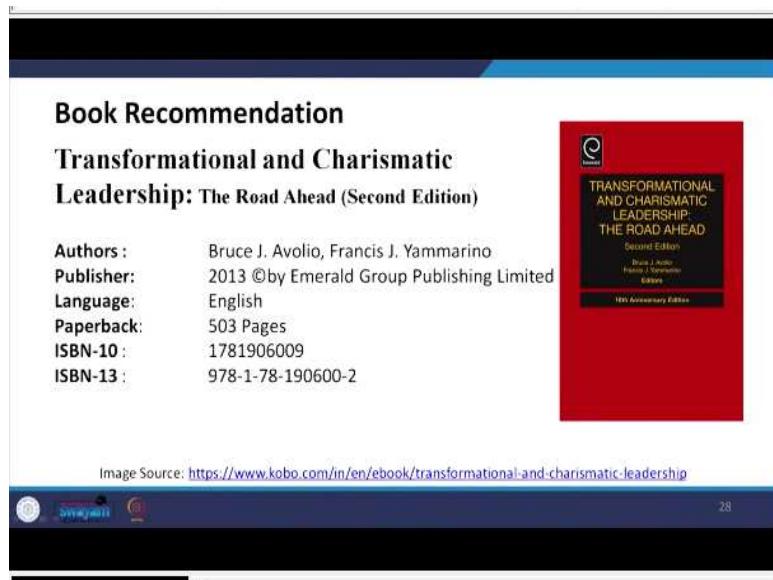
### Practical implications

- By integrating the knowledge of leadership and operations management fields, this study helps extend the understanding of how leaders at the top of an organization influence the NPD process and product innovation outcomes.
- For practical implications to be more effective, CEOs focusing on product innovation should develop their skills and behaviors of transformational leadership to foster innovation culture and organizational learning, which in turn will affect product innovation performance.



For practical implications to be more effective CEO focusing on product innovation should develop their skills and behaviours of transformation leadership to foster the innovation culture and organizational learning is there which in turn will affect the product innovation performance is there. And therefore we can learn from this particular case study that is the how charismatic and transformational leadership styles that can lead to the great success of the organization.

(Refer Slide Time: 31:30)



And this is the book transformational and charismatic leadership: The Road Ahead.

(Refer Slide Time: 31:36)

**Book Recommendation (Abstract)**

- This is the 10th anniversary edition of "Transformational and Charismatic Leadership: The Road Ahead.
- This book includes the theoretical and empirical work and professional practice issues associated with transformational and charismatic leadership that have transpired over the from 2003 to 2013.
- This book highlight past work on charismatic and transformational and offer new research ideas, insights, and directions for future work in their new contributions.

Image source: <https://www.kobo.com/in/en/ebook/transformational-and-charismatic-leadership>

And this book is a 10th-anniversary edition of transformational cosmetic leadership The Road Ahead. In theoretical and empirical work and the professional practice issues associated with the transformational and charismatic leadership. New research ideas are there insights and directions for the future work is there.

(Refer Slide Time: 31:52)

**References**

1. Bass, B. M. & Bass, R. (2009) Handbook of Leadership, (4th ed.). Free Press.
2. Burns, J. M. (1978). Leadership. New York: Harper & Row.
3. House, R. J. (1977). A 1976 theory of charismatic leadership. In J. G. Hunt & L. L. Larson (Eds.). Leadership: The cutting edge (pp. 189-207). Carbondale: Southern Illinois University Press
4. Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (2015). Leadership: Enhancing the Lessons of Experience (8th ed.). McGraw Hill.
5. Northouse, P. G. (2019). Leadership Theory and Practice (8th ed.). Sage Publications, Inc.
6. Robbins, S. P., Judge, T. A., & Vohra, N. (2019). Organizational Behavior (18th ed.). Pearson Education Inc.

These are the different references which you can use for your further studies and for these detailed interest and this is all about the charismatic and the transformational leadership which we have talked about and I am sure that this will help you to develop a different style of leadership by understanding the followers connecting with the followers and developing the followers with the emotional connect. This is the end of the session. Thank you.

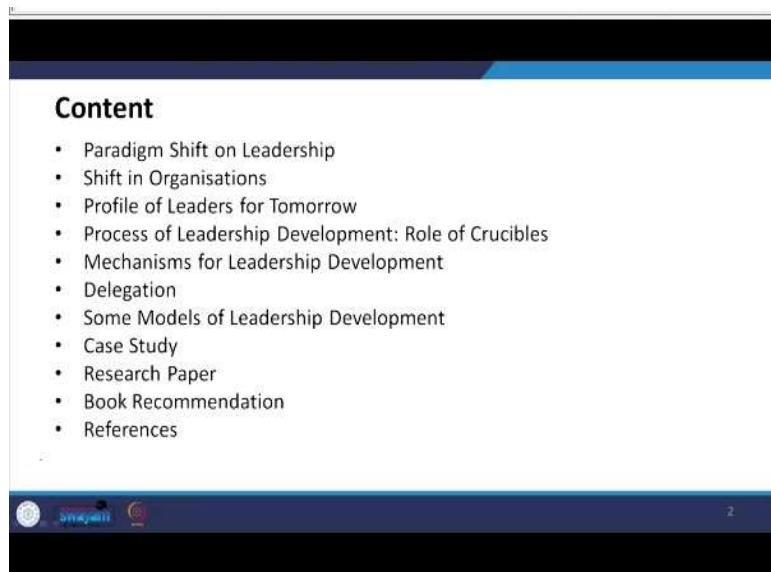
**Leadership and Team Effectiveness**  
**Prof. Santosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology-Roorkee**

**Lecture-12**  
**Leadership for Tomorrow**

In the last sessions we have talked about the different leadership models right from the leader member exchange theory, normative decision making style, Hersey and Blanchard's model, Fiedler's model contingency theories and models, Fiedler's model and then we have also talked the path-goal theory. So, after these theories so nowadays there are 2 concepts are very important.

One is the traditional management other is the evidence based management EBM and when we are talking about the EBM, so therefore currently what is happening? Currently means we will take certain period of the traditional management till today. So, question arises what is there in the future? So, that for the future the leadership for tomorrow that we will be talking about paradigm shift on leadership, shift in organizations, profiles of leaders for tomorrow.

**(Refer Slide Time: 01:16)**

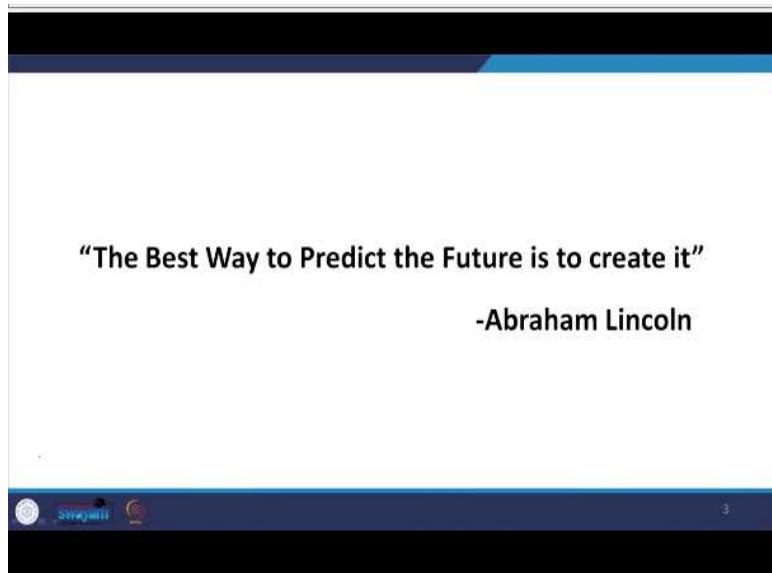


The screenshot shows a presentation slide with a dark blue header and footer. The main content area is white and titled 'Content' in bold black font. Below the title is a bulleted list of ten items:

- Paradigm Shift on Leadership
- Shift in Organisations
- Profile of Leaders for Tomorrow
- Process of Leadership Development: Role of Crucibles
- Mechanisms for Leadership Development
- Delegation
- Some Models of Leadership Development
- Case Study
- Research Paper
- Book Recommendation
- References

Process of leadership development role of crucibles, mechanisms for leadership development, delegation, some models of leadership development, case study, research paper, book recommendations and references are there.

**(Refer Slide Time: 01:29)**



Now here whenever we are talking about the leadership and when we go by this particular code by the Abraham Lincoln it becomes that is our vision, what is the vision? So, like nowadays I am encouraging my all the students from the IITs and IIMs wherever I address them that is the heavy vision of the entrepreneur owner. So, traditional management while teaching MBA we were talking about be an effective manager, be a successful manager, you are a manager, but when we are talking about nowadays while teaching so I am encouraging them that is be the owner of your own business, maybe a startup or the entrepreneurship.

So, it is a question that is our generation especially India that is required to be having their own business and for having that particular vision they have to create it. So, that future is to creation, future creation. What is the leadership creation of future? And if you are able to create that future then definitely in that case not only you will be having the professional satisfaction but I am sure that is you will have the personal satisfaction also, may be the personal satisfaction much more than the professional satisfaction.

So, that leadership is this particular topic is teaching us how to create the future, what is required for the future? So, earlier we were talking about the great leaders and good place to work. And now we are talking about the great place to work from good to great place to work and the great leadership. So, what is the difference between the leader and leadership? And here we find that is the difference is whenever we are talking about that it is becoming the leader and followers.

**(Refer Slide Time: 03:40)**

**Paradigm Shift in Leadership**

1. Shift From Great Leaders to Great Leadership
2. Changing Environment
3. Liberalization (increasing competition)
4. Aware and demanding customers.
5. Educated and impatient employees.
6. High mobility, careerism and declining organization 'loyalty'.
7. Growing unemployment and unemployables
8. Glamorization of designations and consequent meaningless promotions
9. Resistance to radical thinking

We have seen just in earlier sessions about the contingency models, follow leader, follower and situation. So, that leader follower situation this great leadership that is becoming very, very important and it is not the only the leaders. The difference is leaders means focus on self and leadership is it is a holistic approach. Now on base of this there is a changing environment, liberalization increasing the competition is there.

Aware and demanding the customers that is what type of these demands are increasing, educated and impatient employees. So, this is also earlier now the in one slide I have shared with you that is even these women managers, so their percentage is going to increase. So, that is education because of the education level is increasing. So, education is a level is in increasing high mobility. So, earlier people were looking for the home town and now they are looking for the global village.

So, therefore in that case here that is high mobility is there in the generation. Careerism is becoming the very, very important issues. Now husband and wife both are working and we will find many couples they are living separately because their careers are at the different places. So, this careerism and declining organizations loyalty. This paradigm shift is there and this is to be noted.

So, whenever you are having the declining the organization loyalty, so then your leadership that will be a question. Growing unemployment and unemployables, there is a other site, glamorization of designations and the consequent meaningless promotions. So, you are the

partners in the business, you are the presidents and other hierarchy is there. But does it is having any meaning of your contribution of yourself.

So, self respect and the next level that is always becoming the question mark. Resistance to radical thinking is there and therefore in that case you will find that is whenever we are talking about this particular aspect that is how we are going for this leadership style? Then this leadership style that has to be shifting the leader paradigm shift and that has to be considered. So, here when we talk about the shift in organizations basically three dimensions are there, administration, management and leadership.

(Refer Slide Time: 06:39)



In case of the leadership now you cannot wait for the long time. So, you have to take a decision very fast, quick decisions. So, faster decision making process that has become the demand for the organizations, de-bureaucratization. So, therefore in that case those days are gone when there was a bureaucracy was there. Now there is nothing like a bureaucracy and therefore in spite of the tall structure it is the flood structure which has been preferred.

So, therefore in that case if leader is here then the followers, so it is not that the followers will be having these followers and like this. This will not do rather than what is this all will be circulated into the circular place only. There is a horizontal structure de-bureaucratization is there. De-centralization is there; again this diagram we can use for the explaining this particular point. These are the power centric. Layer was the power centric.

And the power was totally centered here but now when we are talking about the decentralization power is flowing from top to bottom and the administration is there and this administration of that leadership that has to be very, very effective and influential. Unless and until it is not very effective and influential then in that case it will not be working in a right direction.

(Refer Slide Time: 07:59)

**Profile of Leaders For Tomorrow**

**1. Internality**

Internality means concern with one's own thoughts and feelings

**Grand vision :**  
"Aim for the moon. If you miss, you may hit a star" -W. Clement Stone

**Internal locus of Control**

**Optimism**

**Professional will:**  
Leaders with this quality often make right choices when they handle their 'forks in the road' decision points.

Now the profile of the leaders for tomorrow. What is the profile is there? That is the internality is there, this profile is required to be developed. If you want to be the successful leader for tomorrow, so internality means concern with one's own thoughts and feelings, this is here I would also like to mention about the cognitive dissonance theory. So, in the cognitive dissonance theory you will find that there is an attitude and there is a behaviour.

So, here this attitude, this will decide about your behaviour and behaviour will decide about your actions. Now when you are talking about the thoughts and feelings, this is the attitude, the way you will have the thought and feeling. Now what are your thoughts and feeling is there? As we are developing our personality on the basis of the heritage and environment, it becomes very, very important that is what sort of this development we are taking care?

What environment is provided, what heredity is provided, what is the situation is there and on the basis of this heredity and situation our thoughts and feelings are developed. Simple example that is a money, motivation. What motivates you? Money, power or social needs. So, therefore these owns that thoughts and feelings that will lead towards the grand vision.

So, when we talk about m for the moon if you miss you may hit a star. So, always not failure but low aim is crime.

So, therefore the profile for leaders is required they should have a very grand vision, if they do not have this grand vision then in that case what will be the action? So, this grand vision will direct you towards the action and here you will find that is if we are talking about this particular grand vision and actions are there who will be able to complete these actions? Actions will be internal locus of control.

So, therefore internal locus of control means belief in self, the leaders part tomorrow is required to believe in self, what is most important is this that is the when we are talking about the entrepreneurship, we are talking about the startups, we are talking about the boss of your own or that owner of an organization. So, for that the internal locus of control is required to be very high.

Unless and until you do not have that internal locus of control then definitely it will be very difficult to match your vision and to decide your actions, to match your vision and actions actually it is a belief in self, internal locus of control means belief in self and that is to be very high. Then the optimism; because the environment plays a very important role. If environment is supportive, so you are lucky enough.

But if the environment is challenging then to create the opportunities for the challenges, what does the challenges do? Challenges create the opportunity, is somebody challenge you, what it is an opportunity to prove yourself and therefore that optimism that positive approach towards the future that is very, very important. Leaders are to be very optimistic, like even if there is a dark night then the next day one fine morning will be there and this belief of the one fine morning every problem will be solved, problem solved.

So, therefore today we have to just think of the solutions to the problems and implement it. But if we think about this there will be no solution to the problems and these problems are headache for me. Then they will not be the leaders for tomorrow. All this is very, very important with the professional will. Leaders with this quality often make right choices when they handle their forks in the road decision points.

This is very, very important. I have talked about this earlier and there I talked about the intuition also. So, this professional will that is becoming very, very important. If you have that professional will to be successful then definitely you will be making the right choices. So, whenever you will come across any square, so therefore which direction will be the right direction? So, that is the way you handle and your decision points.

Decision points will be like here, so you are going upward. So, here it is very, very important that is the profile of the leaders that the individual personality, internality is required the grand vision among the particular person, internal locus of control, optimism and the professional will. If all these points are there then definitely in that case the leader will be successful.

(Refer Slide Time: 13:18)

**Profile of Leaders For Tomorrow**

**2. Creativity**

"Creativity is the set of attitudes, abilities and mental processes that increase the probability of hitting upon solutions that seem to the well informed, both novel and appropriate"

- Innovation**
- Maverick mindset**  
Looking at situations from different perspective, takes calculated risks
- Neoteny**  
"When one strives to maintain a teachable spirit and is determined to become a **life-long learner** and value new experience"

Now whenever we are talking about the next level of the leader and that is about the creativity and that is why I always emphasize on that is the solutions to the problems, you should be able to identify the solutions to the problems, so creativity is a set of attitude, abilities and mental processes. And that attitude we have talked about that cognitive dissonance theory and that is about that is the developing the positive attitude.

Attitude to find out the solution. An attitude is the FFO; some bosses are FFO fault finding officers. So, what they do? They will identify what is the fault do you have. So, that is attitude only, so whatever the best work according to you so once one subordinate said that this is my 100%, boss said your 100% is my 40%, there is an attitude because it is not measurable but it is an attitude.

That if you say 100% I am not happy I will say it is 40% for me. Abilities are there. What abilities are there? Abilities are there a technical skills, human skills, conceptual skills, analytical skills, decision skills are required. So, therefore that analytical skills creativity. Creativity identifying the solutions whenever we are talking about the identifying the solutions and then it is very important you have the big data and data into analysis and the data into information, information into knowledge, knowledge into wisdom, wisdom into truth.

So, therefore indicate that abilities are required and mental processes and like the CPU you have, so therefore in that case that mental process is what as earlier talked about the internality. Mental process is about the internality. What is the internality? Internality is about your grand vision, your internal locus of control, your optimism. If that is your mental process is there positive mental process which we have talked about grain vision, locus of control, optimism and professional will.

So, this will be the mental processes. If we have these mental processes that increase the probability of hitting upon solutions. Ultimately what happens? Internality is high, ability do you have that knowledge about that particular this your job and your attitude is positive that will increase the probability of hitting upon the solutions. So, you are well informed both novel and appropriate is there.

So, now whatever the solutions you will come out? You will come out with the positive solutions are there. Now here whenever we are talking about the second is the innovative ideas, innovation is there, because challenges are new. So, whether it is a political or social or economical or legal or technological whatever these the problems are there you are required to be the innovative, innovation is organizations, new product development when we are talking about.

And therefore this NPD new product development it is becoming very, very crucial factor for the success of the organization. Then the maverick mindset looking at situations from different perspective task and calculated risk, simple example I will give you about the downsizing of the main power, how will you do the downsizing of the main power? So, somebody will say that we will remove them is it that easy? It is not easy.

Labour laws will not allow you to do that and therefore in that case we have to see that is how we can do, somebody will say that is the offer them VRS, volunteer retirement scheme is it that easy? It is not easy, the money is required, already your organization is into the crisis. So, therefore in that case the mindset is required to be the very, very positive then the new attorney. When one strives to maintain a teachable spirit and is determined to become a lifelong learner and the value new experiences is there.

So, therefore it will be always important that is whenever we are talking about the solutions to the problems, so we are becoming always in a learning mode. There is no end to knowledge, everybody whatever knowledge he has then again there are the certain additional inputs are there which he can gain as a knowledge. So, therefore it is becoming a lifelong learner and value new experience is there with every step of the life it is a new experience, new type of people, new technology, new processes, new resources. So, therefore this new attorney will be there.

(Refer Slide Time: 18:22)

**Profile of Leaders For Tomorrow**

3. Values

- Value orientation
- Ethics
- People first  
Give high priority to searching, retaining and developing talent
- Social concern  
Not only concerned about the success of their ventures and organisation, but are also alive to the needs of the community

*C x C = O*

*C x C = O*

The values are this value orientation then the ethics and people first. So, here it will give the high priority to searching, retaining and developing the talent is there. So, the third one after this internality and the creativity is there and it is about the values. So, this value orientation simple value is it is honesty, integrity, whether the person is having those value systems or not, the ethics. So, whether the decision making process where ethical or not.

So, whether you are supporting the merit or you are supporting your biasedness. So, therefore that is to be also checked. People first always whenever you are taking a decision it is not the profit, so therefore in that case it is very important that is the right people are with you, I would like to give that a example when the Arjun and Duryodhan went to Sri Krishna and when the Sri Krishna asked it is what do you want, to whom you want?

You want my army or me and Duryodhan said that it is the army and Arjun said that is I want you, so here you will find that is it that talent searching of the talent. So, how do you recruit your talent that your recruitment process that HR planning that is being for a leader making the team. That is how he creates that you identify the team members and how they make the team.

Here just to remind you I have mentioned you about the formula of competency and convenience. Competency means we in the people first in identifying the talent we have to see those who are having the technical knowledge, that is job knowledge, technical means not technology job knowledge first and then convenience those who will follow you the loyalties with you, otherwise the highly competent person zero loyalty, it will be zero.

So, therefore in that case it is the competency into convenience. So, you will take the convenient people only, so it is the comp here if I will put this convenience 0 and very highly competent person but he is not even loyal with you what will be the outcome? Highly convincing, so very convenient person, so whatever you say he says yes boss. But his competency 0 what will be result?

Zero and therefore it is important that whenever we are selecting the team in the team effectiveness for the leader it has to be the people first on the basis of the competency and convenience. Social concern not only concerned about the success of their ventures, it is this point nowadays as highly mentioned that is the leader should not focus on the self they have to focus on leadership as we have seen in the first slide.

So, what it means? It means that that is a follower and situation the society, you are working for what? If you are working for the your own gain it will not be successful, you will not be able to run for long time and therefore there is requirement is there that is the need for the community you are serving for the community is there.

**(Refer Slide Time: 21:53)**

The slide has a dark blue header and footer. The main content area is white with a black border. The title 'Profile of Leaders For Tomorrow' is at the top. Below it is a section heading '4. Humility' followed by a bulleted list:

- Personal Humility**  
The concept of personal humility includes aversion to lime light
- Self – restraint**
- Empowering**
  - Sharing Information
  - Education
  - Participative Decisions
- Culture building**

Then the personal humility, the concept of personal humility includes the aversion to lime light, always have the personal humility is important. Self restraint, so these are personal goals which are to be very much concerned with the society and not only focus on self. Empowering your team effectiveness will not be there. If I have seen some bosses, I will do I will do myself, then it is a group, it is not a team. So, that sharing the information, education, participatory decisions. These are the mechanism, so when you empower your group members then definitely you are making the team effectiveness.

If you do not empower, you do not educate your people that tomorrow he will dominate me lack of self-confidence, not a successful leader. So, therefore this empowering is very important. Culture building; what type of culture do you have? So, therefore when we talk about it is a culture of integrity, so then definitely that leader has to prove a culture of integrity is there. The fifth point is that is a networking. So, networking competency development with their organizations and with the strategic outside groups and organizations are there.

**(Refer Slide Time: 23:17)**

**Profile of Leaders For Tomorrow**

**5. Networking**

- Networking competence**  
"Great leaders develop networking with their organisations, and with the strategic outside groups and organisations" – Create Networks
- Communication**  
Communicate well within the created networks
- Synergy building**  
"1+1=11"
- Customer orientation**  
Interaction with the customers, feedback from them

And when they are having the proper networking, communication with the created networks. So, suppose you are having the networking and then you do not contact the person with whom you are having the networking for these so many months and years and suddenly one day you contact will it do? It will not do why? Because that is there was a communication break. So, therefore please have the well connect with your networking.

Synergy building,  $1 + 1 = 11$  that is why it is a behaviour science. So, it is not the only science it is an art also. So, that is what we are talking about when we will work together then we can win. The customer orientation, interaction with the customers, feedback from them because ultimately business is for what? Business is for their functioning with this particular the customers only, only then we will be able to survive. So, what is the role of the crucibles are there?

**(Refer Slide Time: 24:22)**

**Process of Leadership Development : Role of Crucibles**

- “Crucible are vessels used to melt the metals”
- Crucibles in Leadership Development Context refer to an intense, transformational experience like second birth
- Bennis and Thomas – 4 types of crucibles
  - Mentoring Relationship
  - Enforced Reflection
  - Experiencing a new world
  - Disruption and loss



Image Source: <https://www.churchofjesuschrist.org/media-library/images/crucible-metal-pouring-mold-1832421?lang=eng>

11

These are the vessels used to melt the metals crucibles in leadership development context refers to an intense transformational experience like the second birth is there. So, 4 types of crucibles mentoring relationship and then you change the person make them the leaders, enforce reflection by force, experiencing a new world that is let learn by themselves, disruption and loss that is a negative approach is there.

**(Refer Slide Time: 24:47)**

**Mechanisms for Leadership Development**

- Recruitment
- Training
- Delegation
- 360-degree appraisal
- Mentoring
- Matrix Career Planning
- Sabbatical
- Reward system
- Group Competition for Creativity and Innovation

12

And when these type of the approaches are there then definitely you will not be able to develop the leaderships. Then how to develop leadership? The proper recruitment as I mentioned that is the eligibility criteria that is the entry. So, therefore you should be very careful, so therefore write in write out. So, recruitment is very, very important but with the period of time you have to give them the training.,

And when you are providing them training then definitely there will be the leadership development will be because they will have those skills which are required for tomorrow. Delegation; I have talked about it is yes you have to give them the empower; empower with the rights and therefore but you are keeping the responsibility with you then it will be delegation.

360 degree appraisal will be there involving all the stakeholders. So, then they can connect with you. Mentoring is there in that case personal connect is there. Matrix career planning is there including the early dimensions. Sabbatical is there where you are giving them the sabbatical and they are able to develop themselves. Reward system that which motivates them and the group competition for the creativity and innovation is there and this group competition is with the positive approach.

If we are having this leadership development processes then definitely we will be having all these functions as I mentioned about the delegation. So, therefore has some inner power and that is you identify the strength of the employee and when you are having this empowering of this individual identifying his strength.

**(Refer Slide Time: 26:32)**

**Delegation**

- Every person has some inner power.
- This inner power can be used effectively by process of Empowerment.
- Empowering is the process of expanding choices for an individual, and helping him to use his/her alternative choices to widen the choices of others.
- Power, thus can be seen as multiplying and expanding.
- Delegation is an effective way of empowerment.

Image Source: <https://www.istockphoto.com/vector/salesman-passing-contract-document-to-his-client-flat-vector-clipart-illustration-gm1014339118-273064705>

13

You will be definitely have these effective way of the empowerment will be the delegation will be there.

**(Refer Slide Time: 26:36)**

**Steps for Delegation**

- Jointly define role boundaries
- Provide needed competencies
- Provide needed resources
- Monitor but do not closely supervise
- Reward discretion and initiative
- Respect role boundaries
- Jointly analyse mistakes to plan for the future
- Review delegation down the line

14

So, here we have discussed the delegation earlier also in previous slide that is identify the right person, motivate the person, reward the person and then in spite of that if you are not getting the results then definitely in this case even after your monitoring you find that is there has been the mistakes to plan for the future is there. Then review delegations will be there. So, there are some models of leadership development by the companies I would like to take Infosys, Wipro, RPG model in the BPO industries is there.

So, this is the 9 pillar model is there in the Infosys for the leadership development. So, 360 degree feedback, developmental assignment, Infosys cultural workshop is there and about the organization culture, development relationship, leadership skills for the training, feedback intensive programs, systematic process learning, community empathy and the action learning is there.

Whenever we are talking about the Wipro that is the customer orientation, strategic thinking, self-confidence, commitment to excellence, willingness to groom other leaders, ability to work in teams, adoptability and self-initiate to others are there. So, therefore in that case you will find that is the ultimately in both the models you will find what is the common is. Common is that is about the work for the society.

So, developing the leaders to serve the society to community and therefore this community approach that is required. So, that is why even when we are about the CSR and R so here many organizations and they are going by their own style of developing the society is there. Here a very good example has been given of the objective setting is done on leadership

development by Wipro, life cycle leadership programs are there. And on basis of this whatever the early opportunities actually why we are studying all these things?

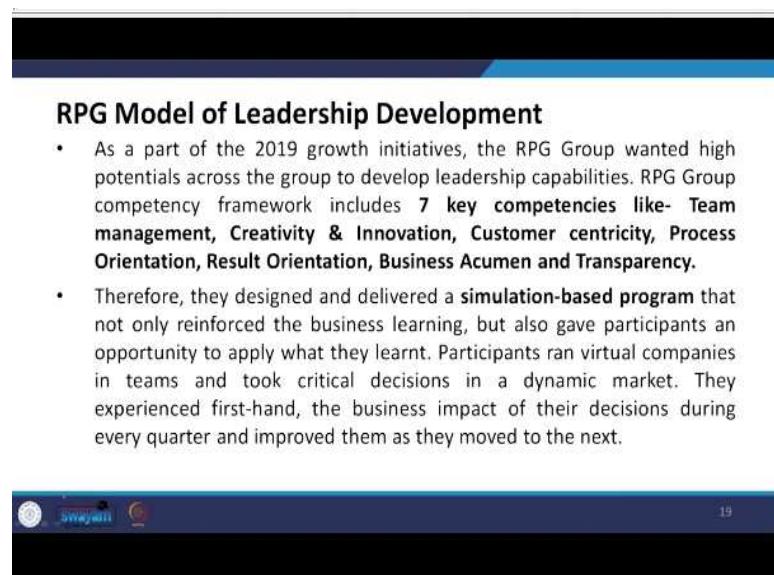
So, that we can catch the earlier opportunities and therefore the developing the leaders requires the earlier opportunities are there which will be decided by the HRU and planning is there. Whenever we are talking about the objective setting is there that is a goal and vision of the leader that will decide about that particular objectives are there. On the basis of the competency based performance appraisal 360 degree and the community service is a customer inputs are there.

(Refer Slide Time: 29:10)



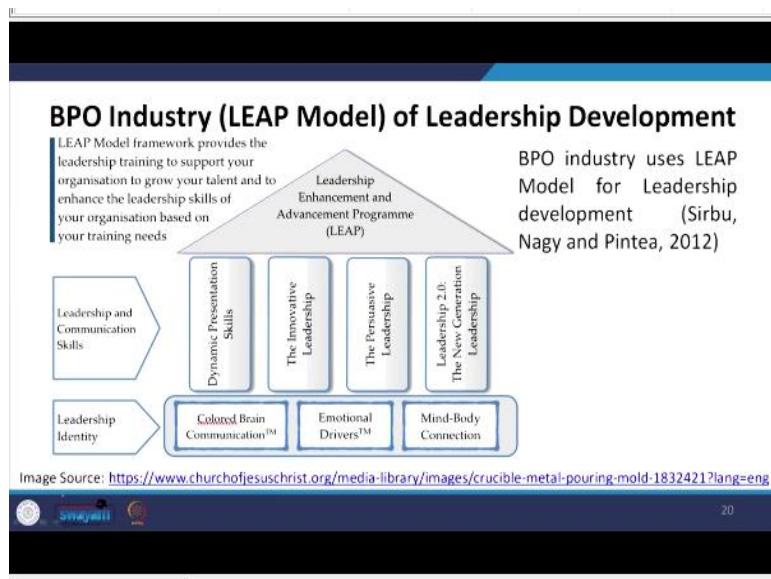
Centered inputs are there then definitely we will be able to do.

(Refer Slide Time: 29:14)



When we are talking about the another model of the RPG model, so there are see like these we have seen the 9 and 8 by the Infosys and Wipro here the 7 key com competencies are there. Team management, creativity and innovation, customer centricity, process orientation, result orientation, business equipment and transparency is there.

**(Refer Slide Time: 29:42)**



So, whenever we are talking about these the BPO industries models are there; there is a leadership and communication skills, leadership enhancement and advancement enhancement is there and the leadership identity is there. So, BPO industries are using this LEAP model for the leadership development and ultimately this leadership when we are talking about the 2.0 that is a new generation leadership. And this new generation leadership will be working with the, connect with the mind and body connection is there.

And in the corona time also we have seen that is these types of models they are becoming the highly required and making the successful to the leaders are there. Here these are public service commission's the case study is given which is talking about the leaders for tomorrow. And here it is a question is that is the very beautiful concept is given in this case study that is the cultivating the future talent through the coaching mentoring and feedback counseling and development.

**(Refer Slide Time: 30:39)**

**Case Study : Developing the Leaders of Tomorrow**

- In the next ten years, NSW expects a large number of retired managers by up to 75% from Department of Finance and Services. In 2008, NSW started preparing succession management to have a pool of managers and leaders for future changes.
- NSW develop succession management planning for the sake of developing the present manager in the organization through daily process, coaching, personality assessment and 360 – degree feedback and other tools to assess the leaders.
- According to Berger & Berger succession management define as "the daily process of cultivating future talent through coaching, mentoring, feedback, counseling and development".

Image Source: <https://www.psc.nsw.gov.au/>

And there is a succession planning is there.

**(Refer Slide Time: 30:44)**

**Case Study (Cont.)**

- NSW focused on succession management in order to have capable leaders and managers to be ready to deploy those managers would retire in the next ten years. And to develop a pool of managers with specific capabilities and competencies ready to take over for a managers or executives within the organization.
- The NSW established Leader Development Program that focused on the skills and attributes managers need to lead effectively in the public sector of the future. Builds on Capabilities such as: Communication and interpersonal effectiveness, achieving results, organizational context and environment astuteness, managing customer and stakeholder relationships, leadership, strategic thinking and planning, and change management

So, in this case the succession planning NSW focused that is because one this level of the managers or leaders they will go up, so next level has to take their place and there should not be the vacuum. If there is a vacuum then there is no leadership development. So, NSW has established a leader development program, there is a focusing on the developing the skills and attributes. And as a result of which what are the capabilities are required in the leaders?

Communication, interpersonal effectiveness, achieving results, organizational context and environmental are there. So, all these the collective approach and that will leader this program for these different levels of the employees then aspiring managers, new managers, business managers, senior managers and executives. Every level because you see the

succession planning will be right from the top to bottom and whenever the any level where you are shifting to the next level then there lower level of that particular hierarchy the person from that level is supposed to take because the internal culture.

Internal culture is becoming very, very important. So, but the performance is measured to the 360 degree and new and business managers the data file which was collected using the standardized survey was done. For senior managers and executive level it is built in constructive behaviour leadership. What is that? There is a through 360 degree you find out assess your leaders and identify that where are the behaviour, where the mostly adopted work is required?

**(Refer Slide Time: 32:31)**

**Case Study (Cont.)**

- For **senior managers and executives**, the aim was to build a constructive behavioral leadership. The participants received their personality and leadership behaviors from 360-degree questioners. The assessment focused to measure participants' predominant orientation (people vs. task-orientation), and measures what behaviours are mostly adopted at work and in interaction with other employees (aggressive, passive or constructive behaviors).
- On the other hand, leaders who are ready for setting a direction and constructing a vision and strategies to provide attention for planning, highlighting communication, reliability, and empowerment and inspiring people and structure informal networks of relationships

On the other end leaders who are ready for setting a direction and the constructing vision strategies then they will go for this planning, highlighting communication and reliability is there.

**(Refer Slide Time: 32:38)**

**Case Study (Cont.)**

At the same time, the organization benefit from leaders development that it has committed employees who understand organization's strategy and management and ensure the continuity of leadership as well having backup plan of leaders and managers developed and trained to replace those managers will retire in the future.

**Q1)** How paradigm shifts were addressed by NSW public sector commission?

**Q2)** Could any other method of leadership development used by NSW? Explain with justification

So, now by this structured way of developing the leaders is there and that it is committed employees who understand organization strategy and management and ensure the continuity of leadership as well as having the backup plan for leaders and managers to replace those managers will retire in the future. So, therefore in that case yes you are some top most level of the managers they are going to be retired and then these new developer leaders they will take the positions.

And they are well aware about the organizational strategies. These are assigned for your assignment how paradigm shifts were addressed by the NSW public sector commission? Could any other method of leadership development used by NSW explained with the justification you can analyze. As usual we are having these research papers delegation outcomes, perceptions of leaders and followers satisfaction.

**(Refer Slide Time: 33:31)**

**Research Paper**  
Journal of Managerial Psychology  
Vol. 32 No. 1, 2017  
pp. 2-15  
© Emerald Publishing Limited  
0288-3946  
DOI 10.1108/JMP-05-2015-0174

**Delegation outcomes:  
perceptions of leaders and  
follower's satisfaction**

Received 13 May 2015  
Revised 24 January 2016  
29 August 2016  
13 November 2016  
Accepted 2 December 2016

Gesche Drescher  
*TUM School of Management, Technical University of Munich,  
Munich, Germany*

**Purpose**

- The purpose of this paper is to examine the relationships among delegation, employees' perceptions of leader's performance and likeability and follower's job satisfaction. These variables are significantly associated with leader influence.

(Refer Slide Time: 33:32)

**Design/methodology/approach**

- To test how employees evaluate delegation, an experimental study (study 1: n=304) and a longitudinal field questionnaire (study 2: n=109) were implemented.

**Findings**

- The results of study 1 showed that leader delegation leads to higher levels of perceived leader ability and performance. Study 2 replicated and extended these results. Mediation analyses revealed that leader likeability mediates the relationship between delegation and employee's job satisfaction.

It is always important that we have to go for the delegation. Here the finding of this paper also is mentioning about ability and performance and extended these results that is the mediation analysis revealed that leader likability mediates the relationship. So, therefore leader has to be having that like by the followers.

(Refer Slide Time: 33:57)

**Practical implications**

- The findings offer practical implications for leaders and organizations. By delegating responsibilities to their employees, leaders receive positive personal evaluations. As such, organizations can increase leaders' willingness to delegate by actively reporting these positive effects.
- Leaders depend on the assistance and cooperation of their employees. Therefore, to motivate employees, leaders must be perceived in a positive light. These studies demonstrate that leaders' delegation of decision-making responsibilities can promote employees' positive perceptions of leaders.
- The findings suggest that leaders should actively engage in delegation of responsibilities and ensure that they include their employees in decision-making processes. Only if delegation is viewed as supportive will employees evaluate leaders positively.

28

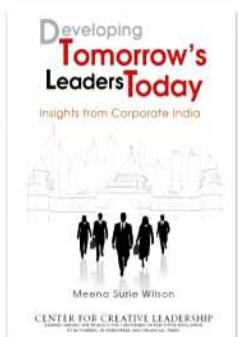
The findings offered by this particular paper is to delegate by actively reporting these positive effects leaders depend on the assistance and cooperation of their employees therefore to motivate employees and leaders must be perceived in a positive light. The findings suggest that leaders should actively engage in the delegation of responsibilities and ensure that they include their employees in decision making processes there which we have talked earlier.

**(Refer Slide Time: 34:16)**

**Book Recommendation**

**Developing Tomorrow's Leaders Today**

<b>Authors :</b> Meena Surie Wilson	<b>Publisher:</b> 2010 © by Wiley India Pvt. Ltd.
<b>Language:</b> English	
<b>Paperback:</b> 214 Pages	
<b>ISBN-10 :</b> 1592982549	
<b>ISBN-13 :</b> 978-8-12-652840-0	



**Developing  
Tomorrow's  
Leaders Today**  
Insights from Corporate India  
Meena Surie Wilson  
CENTER FOR CREATIVE LEADERSHIP

Image Source: [https://www.amazon.in/Developing-Tomorrows-Leaders-Today-Corporate-ebook/dp/B004UARTU0/ref=tmm\\_kin\\_swch\\_07\\_encoding=UTF8&qid=&sr=](https://www.amazon.in/Developing-Tomorrows-Leaders-Today-Corporate-ebook/dp/B004UARTU0/ref=tmm_kin_swch_07_encoding=UTF8&qid=&sr=)

29

As usual I have some recommendations for the books also, developing tomorrow's leaders today, inside from corporation.

**(Refer Slide Time: 34:26)**

**Book Recommendation (Abstract)**

- This timely and practical book offers thoroughly-researched pointers on how Indian managers can become high-performing business leaders.
- The leadership development curriculum proposed in these pages is based on extracting lessons from on-the-job experience. Given that the workplace is the medium through which the essentials of leadership are learned, executives and managers at all levels need to know which experiences matter, what are the foremost lessons learned, and how learning occurs.

Image Source: [https://www.amazon.in/Developing-Tomorrows-Leaders-Today-Corporate-ebook/dp/B004UARTU0/ref=tmm\\_kin\\_swch\\_0?encoding=UTF8&cid=&sr=](https://www.amazon.in/Developing-Tomorrows-Leaders-Today-Corporate-ebook/dp/B004UARTU0/ref=tmm_kin_swch_0?encoding=UTF8&cid=&sr=)

And there in this book how the author has talked about lessons from the on the job experience.

(Refer Slide Time: 34:37)

**References**

1. Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (2015). Leadership: Enhancing the Lessons of Experience (8th ed.). McGraw Hill.
2. Northouse, P. G. (2019). Leadership Theory and Practice (8th ed.). Sage Publications, Inc.
3. Robbins, S. P., Judge, T. A., & Vohra, N. (2019). Organizational Behavior (18th ed.). Pearson Education Inc.
4. Case Study: Developing the Leaders of Tomorrow. (2017, May 19). Retrieved from <https://phdessay.com/case-study-developing-leaders-tomorrow/>
5. Sirbu, J., Nagy, A., & Pintea, F. R. (2012). The Development of Leadership and Business Process Outsourcing (BPO) Skills. Procedia Economics and Finance, 3, 1141–1147. [https://doi.org/10.1016/S2212-5671\(12\)00287-0](https://doi.org/10.1016/S2212-5671(12)00287-0)

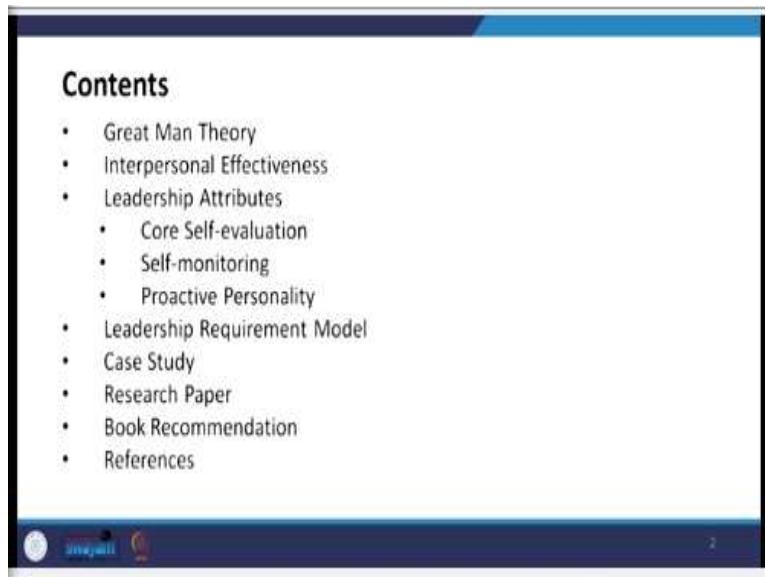
And this is a very, very practical approach book which will be helping you to develop that leadership for tomorrow. So, therefore developing the leadership for tomorrow it is becoming very easy, you have to go by these different models can take examples and then adopt at your workplace; I am sure that is the organization will never have a vacuum and through succession planning of developing the leaders for tomorrow it will be successful organization. These are the references for your further studies, thank you.

**Leadership and Team Effectiveness**  
**Prof. Santosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology-Roorkee**

**Lecture-13**  
**Leadership Attributes**

In previous session we are talked about these different theoretical models and the leaders for tomorrow. That is what are the attributes required and how to develop the leaders for tomorrow? And we have taken certain industry examples also what are their practices? Now we will talk about the attribute of the person, this leader. In attributes like last time the first parameter which was very, very important. And that parameter was about the internality and when we talk about the internality that is about the grand vision and competency of that particular leader that is how that great leadership can be dwell up or what attributes are required?

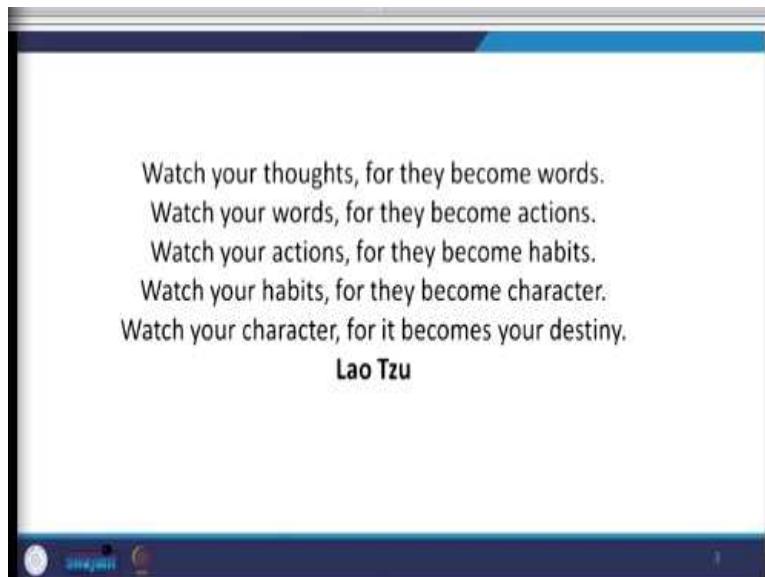
**(Refer Slide Time: 01:14)**



So, in this session we will talk about the great man theory, interpersonal effectiveness, leadership attributes, core self-evaluation, self-monitoring, proactive personality, leadership requirement model as usual the case study research papers and the book recommendations will be there. So, when we talk about the watch your thoughts for the become words, watch your words for the become actions, watch your actions for the become habits, watch your habits for the become character and watch your character for it becomes your destiny is there. So, ultimately it is a

question of your thought process. And I always mentioned that is how the thought process are influenced? Thought processes are influenced by the heredity, environment and situation.

**(Refer Slide Time: 01:58)**



So, create that environment in which you are able to learn. So, first how this great man theory is relevant for this particular concept.

**(Refer Slide Time: 02:10)**

A screenshot of a presentation slide titled "Great Man Theory". The slide contains the following text:

• One of the earliest leadership theories, the Great Man Theory came to light in the 19th century.

• It was attributed to a historian named Thomas Carlyle, who developed it to a great extent. He believed that 'the history of the world is the biography of great men'.

• The Great Man Theory of leadership suggests that some people are born to lead. Great leaders can't be made because leadership qualities are innate. Characteristics like charisma, intelligence, political skills and wisdom are some of the natural qualities of a successful leader.

The slide has a dark blue header and footer bar.

The earliest leadership theories the great man theory came to light in the 19th century. It was attributed to a historian named Thomas Carlyle, who developed it as a great extent. Now he believed that the history of the world is the biography of the great man is there. One of the least

leadership theories in this great man's theory the leadership suggests that some people are born to lead. And great leaders cannot be made because the leader's qualities are innate.

We have talked about this thing in our very earlier sessions that is what is about whether the leaders are born or leaders are made? Whenever we are talking about that is the leaders are made then definitely in that case we are talking about these theories, this classroom teaching and the work experience also or the experiential learning you can say. And therefore in that case this great man theory suggests that they are born to lead is there, cannot be made because leadership qualities are innate.

So, that characteristic are like for example, the charismatic characteristics we have talked about that charismatic leadership then the transactional leadership and transformational leadership. So, that has to be developed, intelligence of the individual, political skills and the wisdom and some of the natural qualities of a successful leader are there and therefore in that case whenever we are talking about this particular theory, so this theory centres on 2 main assumptions.

**(Refer Slide Time: 03:41)**

**Great Man Theory (Cont.)**

Theory centres on two main assumptions:

- **Every great leader is born with traits that prepare them to rise and lead**  
Inborn leadership qualities are enough for individuals to exercise influence over others. Everyone can't aspire to become a leader and achieve greatness. For example, Mahatma Gandhi successfully led people through non-violent resistance because of his influence and tactful approach.
- **People become great leaders when there's a need**  
Individuals become leaders when they respond to critical situations. The Great Man Theory examples include the torchbearers of the Indian Independence Movement. From Lala Lajpat Rai to Annie Besant, various leaders championed the nation's cause.

The first is every great leader is born with traits that prepare them to rise and lead, so in the support of the trait theories. So, inborn leadership qualities are enough for individuals to exercise the influence over others. You see from the childhood only, like whenever we are talking about

the Chanakya selected the Chandragupta, how he selected the Chandragupta? And then we talk about that is from the observation where he has found those traits, traits have been found.

So, Chandragupta is outcome of the trait theories and contingency theory, situations theory, where the environment was provided and skills have been developed. So, here the people become the great leaders when there is a need, so here the individuals become leaders when they respond to critical situations. And the great man theory examples include the torchbearers of the Indian independence movement.

And from that is the Lala Lajpat Rai to Annie Besant various leaders those who have been championed the nation's causes there. So, these are the people who great leaders when there is a need. So, there was a demand, demand of that environment, that situation, their particular timings, that is the where they have to perform, somebody has to come forward and you should prove that leadership.

**(Refer Slide Time: 05:01)**

### Limitations Of Great Man Theory

The Great Man Theory of leadership emerged during a time when society was ruled by royal families and aristocrats. Some of the earliest research only looks at a section of society. The theory presents several limitations including the following.

- It's based on myths and assumptions with little logic to back it.
- It doesn't consider external environments or situations that often influence human behavior and attitudes.
- There isn't any guarantee that a person with all leadership qualities will eventually become a successful leader.
- It ignores the contributions of others who drove a leader to success. For example, a producer or a writer is as important as a director to make a movie a success.

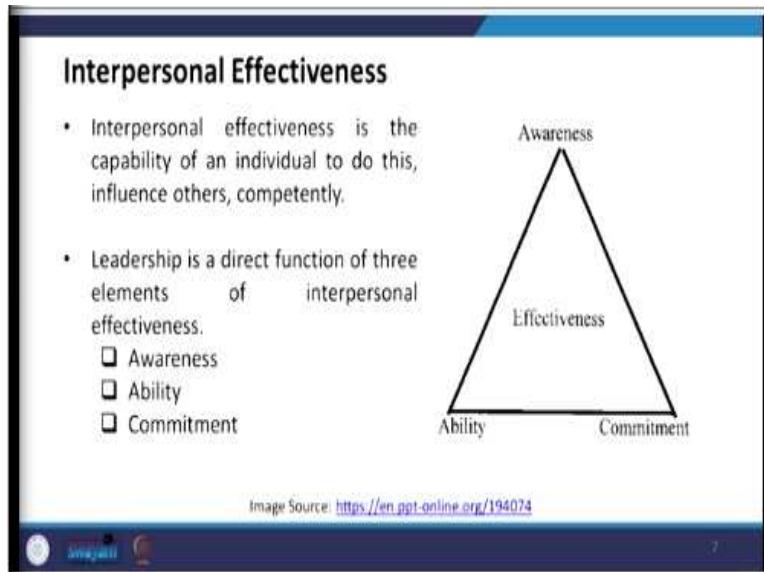
And therefore this great man theory of leadership emerged during a time when society was ruled by the royal families and the aristocrats. And that is why and there was a demand of these types of leaders was raised. And as result of which you will find that is a some of the earliest research only looks at a section of society. So, therefore they have seen those who are from the royal families, how they have become the leaders?

And they have seen those who are challenging these type of systems. So, why they were challenging leaders and then they have converted into a successful leaders. So, the theory presents several limitations including the following, myths and assumptions with little logic to back it. So, there are certain myths and logic also, that is the way the king's son will become the king.

It does not consider the external environment situations that often influence human behaviour and attitudes are there. So, there is not any guarantee that a person with all leadership qualities will eventually become a successful leader, so even you having the traits is there. So, for example producer and writer is an important is a director to make a movie **is** to his success. So, therefore it ignores the contribution of others who draw a leader to success.

So, here that is why we are connecting the team effectiveness with the leadership. It becomes very important that is the others contribution, those who are contributed for the leaders as a team members that is creating the success for a particular leader. So, interpersonal effectiveness, the interpersonal effectiveness is the capability of an individual to do this and influence others competently.

**(Refer Slide Time: 06:49)**



These are the traits of the leaders are there. So, how we are developing these effectiveness? Effectiveness is developed with the ability of the person that is about the knowledge, attitudes, skills and habits. That is what type of this knowledge level he is having, whatever the attitude he is having, the skills is having and the habits he is having, then the commitment is there and when we are talking about this commitment that is loyalty.

And here, whenever we are creating this commitment amongst the team members definitely effectiveness has to be there. And the third one is about the ability is there, so this is the third element of the interpersonal effectiveness that is are you aware? If you are aware about the surroundings, if you are aware about the environment, you are aware about the people those who are working with you and the people those who are working with you, if they are equally competent enough, then definitely they will be able to perform.

**(Refer Slide Time: 07:50)**

**Awareness**

- Awareness is a state of consciousness.
- It is the ability to recognize yourself, others, events and situations in real time.
- It is the ability to assess the impact of actions on situations and others, and be critically self-reflective.
- It is a development process that is a function of experience, communication, self discovery and feedback.

Image Source: [https://www.forbesindia.com/media/images/2019/Oct/img\\_122747\\_selfaware\\_leader\\_sm.jpg](https://www.forbesindia.com/media/images/2019/Oct/img_122747_selfaware_leader_sm.jpg)

Here we will find that is this awareness is the state of consciousness is there and why? Why, some people are consciousness why there are some peoples those who are with the surroundings and they are able to sensitize? The sensitivity of the individual is different and from individual to individual it is different. So, in the same environment, even same family you will find it is the eldest child is having the more sensitivity as compared to the younger child.

So, therefore a state of consciousness is influencing the leadership quality. It is the ability to recognize yourself, others, events and situation in real time. Now the self awareness, self awareness is becoming very, very important, if you are aware about your strengths and weaknesses and you are also know the strengths and weaknesses of others, then only you can create a team. It is a development process that is a function of experience, communication, self discovery and feedback is there.

So, therefore whatever the situation is there and in that a given situation how you are responded? So, that is called a self discovery. If you are recovered yourself as a challenging taskmaster as a leader in the simple words you can say as a leader, then definitely you can lead your team. Another important point is about that is your actual experience. So, experience, whatever the experience do you have, if you have that experience to lead over the challenges then differently will be more successful.

(Refer Slide Time: 09:28)

**Ability**

- Ability to learn and understand technical issues is the basis of our careers.
- Ability to lead is a function of influence *HR Skill*
- Ability to communicate
- Ability to resolve conflicts
- Ability to solve problems and make decisions

As a member of a team, we influence others in a collaborative effort to find better ideas or solve problems.

Ability: ability to learn and understand technical issues is the basis of our careers is there. So, I always emphasize on this, that is we have to be very careful to learning and understanding. And what is about technical issues? Technical issues here I would like to mention that is about the job knowledge. So, whenever you are talking about the job knowledge, so that is becoming the learning and understanding the technical issues.

If you are having the strong job knowledge nobody can defeat you. Ability to lead is a function of influence but these technical skills with the HR skills then what is the influence? Influence is basically is HR skill, if you are going into the HR skill, so what are job knowledge is there? You will be able to communicate and you will be able to resolve the conflicts also. So, because he is a negotiator, as a negotiator you will be successful but you know given tech, so in the communication whenever you are offering some and some services to other person and in the reason you are getting certain services.

Then in this process if there is any conflict you are able to resolve a particular conflict. Ability to solve problems and make decisions. So, therefore in that case you will be able to make these as I mentioned earlier in the previous session I mentioned who is a leader who provides solutions to the problems. So, if you are able to solve the problems then definitely you will be the great leader. As a member of a team we influence others in a collaborative effort to find better ideas or solve the problems are there.

So, those collaborative efforts are to be made by the individuals and when they are connected with each other and then they are putting the joint efforts always. Whenever we are talking about the leader, leader is not that is alone he is doing everything, leader is always followed by the followers. And that followers are his team members and when the team members are strong, they are relevant, then definitely in that case he will be able to influence and then he will be able to solve the problems are there.

**(Refer Slide Time: 11:39)**

## Commitment

- For leaders, the “one thing” that leads to maturity is the fully aware recognition that one’s decisions make a difference, both positively and negatively, in the lives of others
- Any attempt to solve a problem might have a decided negative impact on some, while helping others.
- In no-win scenarios, one must still make a hard decision.

The commitment for leaders is that is the ones committed always committed. So, one thing that leads to maturity is the fully aware recognition determines decision make a difference, both positively and negatively in the lives of others is there. So, therefore what is the maturity level? We also talked the maturity level in the case of the Hersey and Blanchard's model and where we are talk about the maturity level of the followers then what maturity level is there?

If you are fully aware about the maturity level of your followers then definitely you can take a decision. And that decision will be having both the positive and negatives in the lives of the others. So, if the maturity level is low, then definitely in that case what you will do? That you will be getting the model the efforts to raise the maturity level or if it is the negative is there, you will take the decision accordingly.

Any attempt to solve the problem might have a decided negative impact on some while helping others is there. This is always the criteria that is whenever you are solving the problem, it will have the positive effect on one side and negative effect on the other side. So, whether we take a decision or not? Yes, we are supposed to take the decision, but how then this decision is making the difference?

Decision is that those who are non contributors there will be the negative effect and those who are the positive contributor, then it should have the positive effect on that. So, what are the

different leadership attributes are there which causing a person to be successful? So, inner or personal qualities, that is constitutes effective leadership is there and that is the internality, internality is required to be very, very strong.

(Refer Slide Time: 13:32)

**Leadership Attributes**

- **Leadership attributes** are the inner or personal qualities that constitute effective leadership. These attributes include a large array of characteristics such as values, character, motives, habits, traits, style, behaviours, and skills.
- Effective leaders utilize different ways to lead a group. Some maintain a low profile but are analytical; some are charismatic and intuitive. There is no single leadership attribute that is effective in all situations. The effectiveness of a leadership style depends on the nature of situation which it faces.

These attributes include a large array of the characteristics such as value, character, motives, habits, traits, child's behaviour and skills are there. So, you have to focus on the value system of the leader, why because he is driven by his values. So, effective leaders utilize different ways to lead a group, some intense a low profile but are analytical, some are charismatic and intuitive. There is no single leadership attribute that is effective in all situations.

And the effectiveness of a leadership style depends on the nature of situation which it faces and that is why we have studied earlier and that situation with theories. So, according to situation theories you have to adopt the leadership styles. So, leader has to be flexible, leadership will not be the common for all, as the situation changes the leadership style will changes. So, first and foremost of the leadership attribute is the guiding the vision because ultimately what is the leadership? Leadership is the creation of vision.

(Refer Slide Time: 14:30)

**Leadership Attributes (Cont.)**

- **Guiding vision:** Effective leaders know what they want to do, and have the strength of character to pursue their objectives in the face of opposition and in spite of failures. The effective leader establishes achievable goals.
- **Passion:** Effective leaders believe passionately in their goals. They have a positive outlook on who they are, and they love what they do. Their passion for life is a guiding star for others to follow, because they radiate promise!



Image Source: [https://www.forbesindia.com/media/images/2019/Oct/img\\_122747\\_selfaware\\_leader\\_sm.jpg](https://www.forbesindia.com/media/images/2019/Oct/img_122747_selfaware_leader_sm.jpg)

So, effective leaders know what they want to do and have the strength of character to pursue their objectives in the face of opposition and in spite of failures. So, therefore leaders are very clear, their vision is very clear; goal is very clear then what they want to do. So you will not find them they are confused or they are lacking into the performance because they know after the step what will be going to the next step is there.

So, as a strength of character to pursue their objectives in the face of opposition. So, even if there is an opposition for making their new movements, what is their strength? Strength is of their character, so nobody can tell them. They effective leader establishes the achievable goals, this is also very, very important that is a goals when you are driving the followers, the followers should feel that yes, they can achieve the goals. If it is impossible goals are there, then definitely the follower's motivation will be low.

Second is the passion, effective leaders believe passionately in their goals, they have a positive outlook on how they are and they love what they do. Their passion for life is a guiding star for others to follow because they radiate the promise is there. And therefore in that case the passion that is the love, love for that goal that is very. It is not the official burden rather than it is the individual passion is important and when the individual is having that patient, he will be definitely follow that particular goal till it is not achieved.

**(Refer Slide Time: 16:01)**

## Leadership Attributes (Cont.)

- **Integrity:** Because they know who they are, effective leaders are also aware of their weaknesses. They only make promises they can follow through on.
- **Trust:** Effective leaders earn the trust of their followers and act on behalf of their followers.
- **Honesty:** Leaders convey an aura of honesty in both their professional and their personal lives.

Image Source: <https://steemit.com/life/@osmansnr/trust-the-most-valuable-currency>

Integrity, because they know who they are effective leaders are also aware of their weaknesses, they only make promises they can follow through on. And this is very important, I have learned from my first experience in the Quinton mill where I was labour officer, my boss told me that is to say yes if it is possible, say no even if it is the more problematic. So, therefore when you are interacting with the unions or the workers and or any employee who is having the demand and then you feel that is no, you cannot fulfill the demand and then you have to say no.

Then in that case say no. It is not that we are manipulating or we are playing politics and then we say yes, do not do that. Trust is their effectiveness, under trust of their followers and act on behalf of their followers. Honesty, an aura of honesty in both their professional and their personal life. The people understand how much honest you are, people are working with you, so therefore they know whether your decisions that you are they are analyzing your decisions. So, they understand whether your decisions are properly based on the honesty and integrity or it is not based on the honesty and integrity.

So, when you are taking a decision which is not based on the honesty and integrity, then you will lose the trust. The other leadership attributes are the dedication is there. In the case of the effective leader is dedicated to his or her charge and will work assiduously on behalf of the following. The leader gives himself or herself entirely to the task when it is necessary and therefore in that case it is a 100% dedication is there.

Charismatic leadership we are talked about the charismatic transformational and transactional leadership is there. This may be the one attribute that is the most difficult to cultivate, it conveys maturity respect for your followers compassion, a fine sense of humor and a love of humanity is there and the result is that leaders have the capability to motivate people to excel and this is a very, very important.

(Refer Slide Time: 17:58)

**Leadership Attributes (Cont.)**

- **Dedication:** The effective leader is dedicated to his or her charge, and will work assiduously on behalf of those following. The leader gives himself or herself entirely to the task when it is necessary.
- **Charisma:** This may be the one attribute that is the most difficult to cultivate. It conveys maturity, respect for your followers, compassion, a fine sense of humor, and a love of humanity. The result is that leaders have the capability to motivate people to excel.
- **Listening:** Leaders Listen! This is the most important attribute of all, listen to your followers.

What charisma is required that one can do up to the x limit of the job but when the leader is with him he make the extended work to the while level up the jobs, so that is a charisma is there. Listening is there, leaders listen, this is the most important attribute of all and listen to your followers is there. And therefore in that case because many times what happens that is the leader is in one direction is working on one direction.

And the people those who are working with him especially the followers means or his team members they face different problems which are not seen or they are not experienced, the followers are not experienced for this type of problems. So, what they want? They want to communicate, they want to communicate with the boss and identify the solution, if the boss is that much effective, then definitely in that case he will listen and then he will understand and then he will try to identify the solution to the problems.

The leader should have the core self evaluation, what he can do, what he cannot? Represents a fundamental assessment that people make about their worthiness and the competency is there. So, one should very clear about the competency of own, whether he is competent for doing their job or he is not competent for doing that particular job is there. So, many times people occupy the position; occupy the position knowing they do not have the competence. If they are not aware, that is fine but if they are aware and still that they are not competent and occupying the position, that is wrong.

(Refer Slide Time: 19:35)

**Core Self-evaluation**

- Represents the fundamental assessments that people make about their worthiness and competence.
- People who have positive core self-evaluations like themselves and see themselves as effective, capable, and in control of their environment. Those with negative core self-evaluations tend to dislike themselves, question their capabilities, and view themselves as powerless over their environment.
- High-Order concept indicated by:
  1. Self-esteem
  2. Locus of Control
  3. Self-efficacy
  4. Neuroticism (Emotional Stability)

People who have positive core of self evaluations like themselves and see themselves as effective, capable and in control of their environment. Then definitely then they should be taking care of this team to lead ahead to achieve the goal. High order concept indicated by the self esteem, locus of control, self efficacy and neuroticism is there, that is the emotional stability is there. So, therefore in that case high order concept or the self esteem and we have done the number of exercises and then we have find that is many people they are competent enough but they are having the low self esteem.

So, you will find it is like the Robbin's book is given and then you can identify your score and accept their score, you can judge these all personality traits whether you are having with you or your scoring list. If your scoring less as a leader, then you can train of that to the training

programs. Self monitoring refers to an individual's ability to adjust his or her behaviour to external situation factor is there.

(Refer Slide Time: 20:37)

**Self-Monitoring**

- Self-monitoring refers to an individual's ability to adjust his or her behavior to external, situational factors.
- Individuals high in self-monitoring show considerable adaptability in adjusting their behavior to external situational factors. They are highly sensitive to external cues and can behave differently in different situations, sometimes presenting striking contradictions between their public persona and their private self.
- Low self-monitors can't disguise themselves in that way. They tend to display their true dispositions and attitudes in every situation; hence, there is high behavioral consistency between who they are and what they do.

And that flexibility tune up. Tune up oneself with the external situations are there, that flexibility is there. Individual's high in self-monitoring show considerable adaptability in adjusting their behaviour to external situation factor is there. So, if somebody is high in the self monitoring, then definitely he will be having the great adaptability also. Highly sensitive to external cues and can behave differently in different situations flexibility.

Sometimes presenting striking contradictions between their public persona and the private self is there and there might be that is a challenging. Low self monitors cannot disguise themselves in that way and they tend to display their true disposition and attitudes in every situation. Hence, there is a high behaviour consistency between who they are and what they do? And therefore in that case, it is whenever we are talking about the self-monitoring, it is the ability to adjust his or her behaviour.

So, here when there is a problem or issues are there then the high behavioural consistency will be shown by the leader because he is able to manage internally and externally what is expected from him. Leaders are always having this proactive personality; this is a very strong attribute of the

leadership. Proactive personality identify the opportunities show initiative, take action and persevere until the meaningful change occurs.

So, whatever the change they want to bring they will pursue it unless and until it is done. Compared to others who passively reactive the situation. Sometimes what happens? We want to achieve certain goals and there are the barriers, there are the positions what people do? A normal person will do that particular target but the leaders are the person who pursues, still they pursue.

**(Refer Slide Time: 27:38)**

**Proactive Personality**

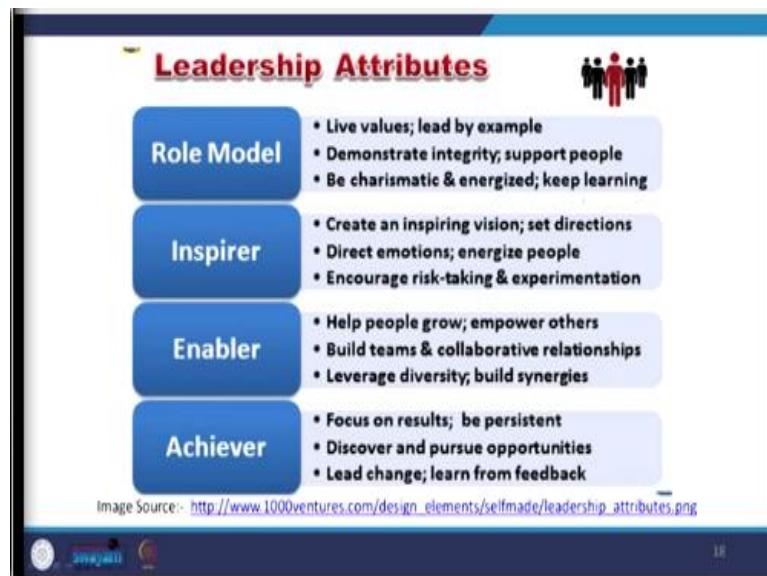
- Proactive personality identify opportunities, show initiative, take action, and persevere until meaningful change occurs, compared to others who passively react to situations.
- Proactives create positive change in their environment, regardless of, or even in spite of, constraints or obstacles. Not surprisingly, they have many desirable behaviors that organizations covet. They are more likely than others to be seen as leaders and to act as change agents.
- Proactive individuals are more likely to be satisfied with work and help others more with their tasks, largely because they build more relationships with others.
- Proactives are also more likely to challenge the status quo or voice their displeasure when situations aren't to their liking.

Proactive create position change in their environment regardless of or even in spite of constraints or obstacles, not surprisingly they held many desirable behaviours with organizational covet. And there are more likely to then others to be seen as leaders and to act as a change agents are there. And therefore in that case those who are proactive on they are having the roadmap to go ahead.

Proactive the individuals are more likely to be satisfied with work and help others more with their task, so they are very helpful and for the achievement of the goal largely because they build more relationships with others. Proactives are also more likely to challenge the status quo or voice their displeasure when situations are not into their liking. And therefore in that case, it is not like this they will be yes boss; they will raise the voice also.

Now the leadership attributes are the role model that is the live values lead by the examples and they demonstrate the integrity, support the people. And be charismatic and energized keep learning and therefore these traits they becoming the attribute for the leadership for the others. Inspirer, they create an inspiring vision and said directions and direct emotions energize people and encourage risk taking in the experimentation is there. There are the enablers conditions are there for the human capital creation. Help people grow, empower others, build teams and collaborative relationships and the leverage diversity build synergies are there.

(Refer Slide Time: 24:08)



The achievers are focused on results, be persistent, discover and pursue opportunities, lead change and learn from the feedback is there. So, therefore whenever we talk about the leadership attributes, these are 4 dimensions role model, inspirer, enabler and achiever. All these dimensions they have to focus on. The leader is developing and growing into the organization and when slowly and slowly he has been recognized into the organization then definitely he will be having the high achievements.

And whenever there will be a high achievements will be there, it will be the very, very highly inspiring and becoming the role model. So, sometimes what happens when he joins and the attributes he finds that there are certain other role models are there? And then he worked with those role models and otherwise he will be having that particular becoming himself as a role model.

(Refer Slide Time: 25:00)



So, leadership requirements, army's definition of leadership is there, that is a character, presence, intellect, achieves, develops and the leads are there. So, leadership is the activity of influencing people by providing the purpose, direction and motivation. And therefore in that case you will find what they know and characters and the presence is there, so attributes in the competencies are there.

So, these attributes that to influence the people that what type of these value systems as I mentioned earlier and they have warrior and ethos are there. The presence is the professional and therefore bearing the fitness, confidence and the resiliency is there by just like the army leaders. Intellect is there, mental then agility, judgment, innovation and interpersonal texts are there as we have seen.

They achievers, so that great results anticipates in indicates that is the competencies are there. In the competencies they are the achievers are there which they develop themselves with a very positive environment and leads the others, building the trust, external influence in leaders by the example and themselves. So, this character attributes then the presence attributes and the intellectual attributes are there. So, these empathy, warrior, ethos, discipline as we have seen in the previous slide, so these will be the character attributes are there.

(Refer Slide Time: 26:25)

Attributes Category of Leadership Requirement Model		
Character Attributes	Presence Attributes	Intellect Attributes
<ul style="list-style-type: none"> <li>• Army Values</li> <li>• Empathy</li> <li>• Warrior ethos/Service Ethos</li> <li>• Discipline</li> <li>• Humility</li> </ul>	<ul style="list-style-type: none"> <li>• Military and Professional Bearing</li> <li>• Confidence</li> <li>• Fitness</li> <li>• Resilience</li> </ul>	<ul style="list-style-type: none"> <li>• Mental Agility</li> <li>• Innovation</li> <li>• Interpersonal tact</li> <li>• Sound Judgement</li> <li>• Expertise</li> </ul>

Now you see that is this particular character attributes that has to be supported by the presence of attributes are there, that is a confidence, fitness and resilience. And the intellect attribute will be the mental agility of innovation, interpersonal tech, sound judgment and expertise. Dear friends, what I want to mention here is this, that is these attributes, can we develop these attributes?

Yes, we can derive these attributes, sooner the better. So, once you know that these are the attributes which we are making you the successful leaders, I will suggest you that is the follow this model and this information and try to be the leader of your own. And whenever you will become the leader of your own and then definitely these efforts made by these the authors for mentioning about the character, presence and intellectual attributes. All three they will be combining and they will giving you the effective leadership is there.

**(Refer Slide Time: 27:19)**

Competencies Category of Leadership Requirement Model		
Leads Competencies	Develops Competencies	Achieves Competencies
<ul style="list-style-type: none"> <li>• Leads others</li> <li>• Extends influence beyond the chain of command</li> <li>• Builds trust</li> <li>• Leads by example</li> </ul>	<ul style="list-style-type: none"> <li>• Prepares self</li> <li>• Creates a positive environment</li> <li>• Develop others</li> <li>• Stewards the profession</li> </ul>	<ul style="list-style-type: none"> <li>• Gets results is the single achieves competency and relates to actions of leading to accomplish tasks and missions on time and to standard.</li> </ul>

The competencies categories of the leadership requirements model will be that is about the leads the competencies, leading the others, extent the influence beyond the chain of command and they build the trust is there. Now always it is been mentioned that that we have to lead by the examples is becoming very, very important. The develop competencies are there, creates a positive environment, develop others and stewards the profession is there.

The achieves the competencies that gets the results is the single achieves competency and leads to actions of leading to accomplish tasks and missions on time and to standard is there. So, ultimately what is important is that to achieve. So, leading, developing and the achieving competencies unless and until we do not achieve the competencies it will not be giving any result.

**(Refer Slide Time: 28:13)**

### Case Study: Samsung Leadership Development

#### **Challenge:**

- Samsung have an ambitious and challenging strategy. They are moving from a functional brand to an aspirational brand to achieve exponential sales growth. A key element of the strategy is New World Leadership. People who can thrive in a culture of perpetual crisis, remain agile, execute with speed, and innovate in all that they do. Leaders who can deliver through people and teams, and work across silos in a global context.
- You were asked to design and deliver tailored leadership journeys for all European Leaders. The aim is to ensure that the right leadership capability is in place to achieve their ambitious 2021 Vision.



As result we will talk about the case study, Samsung leadership development model. Thus, Samsung have an ambitious and challenging strategy, they are moving from a functional brand to an aspirational brand to achieve exponential sales growth. A key element of this strategy is the new world leadership. And the people, who can thrive in culture of perpetual crisis, remain agile, execute with speed and innovate in all that they do.

Leaders who can deliver through people and teams and work across silos in a global context. Now this is always have been focused that is the leaders who can deliver with the help of the team, by leading the team is there. A tailored leadership journey for all European leaders, the aim is to ensure that the right leadership capability is in place to achieve their ambitions in the 2021 vision is there.

**(Refer Slide Time: 29:00)**

**Case Study (Cont.)**

**Solution:**

- You have worked in partnership with the European L&D team to create a set of leading edge leadership programmes that deliver outstanding results. As part of the European Talent Management programme we developed 3 programmes mapped to their leadership pipeline. These are supported by European HR Business Partners to ensure an on-going personalised leadership development journey:
- **Podium Programme:** Senior Leaders who lead companies or functions
- **Accelerator Programme:** Middle Managers of departments/functions who manage managers
- **Launch Programme:** Team Leaders – first time leadership role, moving to getting results through teams

And you have worked in partnership with the European learning and development team to create a set of leading edge leadership programmes and they deliver outstanding results. As part of the European talent management programmes we developed 3 programmes map to their leadership pipeline. And these are supported by the European HR business partners to ensure on an ongoing personalized leadership development journey is there.

So, in case of the podium programme, the senior leaders who lead companies or functions. Accelerator programme, middle managers of departments and functions who manage managers and launch programme, that is the first time leadership role moving to the getting results through the teams are there.

**(Refer Slide Time: 29:42)**

Case Study (Cont.)				
Competency Domain	Leadership Competencies	Leadership Podium Programme	Leadership Accelerator Programme	Leadership Launch Programme
<b>Leadership</b>	Your Role as a leader	Transition to 3 <sup>rd</sup> level leadership Samsung Leadership Pipeline	Transition to 2 <sup>nd</sup> level leadership Your role as leader, Manager, Coach Samsung Leadership Pipeline	Transition to 1 <sup>st</sup> level leadership Your role as leader, Manager, Coach Samsung Leadership Pipeline
	Self awareness and development	Your authentic leadership style (as a 3 <sup>rd</sup> Level Leader)	Your authentic leadership style (as a 2 <sup>nd</sup> Level Leader)	Your authentic leadership style Continuous Development
<b>Business Strategy</b>	Environmental change		-X-	-X-
	Vision and Strategy	Strategy thinking skills	-X-	-X-
	Business Opportunities	Identifying opportunities for innovation and change	-X-	-X-

So, in this case study we find that these leadership competencies, leadership podium programme, leadership accelerator programme and leadership launch programmes are there. Whenever you are having this type of the competency domain whether it is a leadership or the business strategy is there. And you can find out whether the person as a leadership competencies role as a leader is there or not.

And these points which we have talked about especially the self awareness and development are he is having the authentic leadership style. Now if he has that, then definitely in that case he can role as a leader, manager or the co-Samsung leadership pipeline is there. And the leadership launch programme is there, that is authentic leadership style continues to be development. The business strategies or environmental change according to the environment, vision and strategies, thinking skills and business opportunities for the innovation in change is there.

**(Refer Slide Time: 30:37)**

Case Study (Cont.)				
Competency Domain	Leadership Competencies	Leadership Podium Programme	Leadership Accelerator Programme	Leadership Launch Programme
Business Operation	Managing performance	Managing performance through polarity Thinking	Managing change in teams	-X-
	Managing Projects and Stakeholders	Upward management	-X-	-X-
	Innovations and change	Driving innovation and creativity	-X-	-X-
Leading Others	High Performing Teams	-X-	Build High Preforming teams	Situational leadership
	Developing Individuals	-X-	Coaching skills	
	Motivating and Inspiring	-X-	Motivating and Inspiring others	Individual Motivation
Personal Effectiveness	Relationship: Collaboration and Trust	-X-	Build and environment of trust	Building trust with individuals
	Effective Decision	-X-	-X-	Your circle of influence
	Impact and influence	-X-	-X-	Personal Impact and Influence

25

The competency domains are there which has the business operations again on these all the 3, 4 parameters are there. So, that the competency domain for the leader will be the business operations unless and until you will find it is the leader if it does not have the competency to run that particular the project, then he will not be successful. So, he has to make these changes in the team also if want to accelerate his growth of the project.

And leading others, there is a high performance team, he has to create the high performance teams, developing individuals and motivating and inspiring. Here whenever we talk about how to accelerate this programme? Then what we learned from this case study is, that is the build a high performance team, coaching skills, motivating in inspiring others are there.

Here the last point is very, very important; there is a personal effectiveness in this slide that is about the relation collaboration and trust. Unless and until there is not a personal effectiveness, then it will not be successful, the effective decision impacted, influence will be important. So, here these building trusts, that will create the more and more about the personal effectiveness is there.

**(Refer Slide Time: 31:57)**

**Research Paper**

**The effects of core self-evaluations and transformational leadership on organizational commitment**

Back-Kyoo (Brian) Joo  
Department of Business Administration,  
Winona State University, Winona, Minnesota, USA, and  
Hee Jun Yoon and Chang-Wook Jeung  
Department of Organizational Leadership, Policy and Development,  
University of Minnesota, Minneapolis, Minnesota, USA

**Purpose**

- The primary purpose of this study is to examine the effects of employees' core self-evaluations and perceived transformational leadership of their supervisors on organizational commitment. We also investigated the interaction effect of core self-evaluations and perceived transformational leadership on organizational commitment.

As usual you will find this is the research paper, the effects of the course of evaluations and transformational leadership on organizational commitment. Transformational Leaderships are there, supervisor's organizational comment is there.

(Refer Slide Time: 32:11)

**Research Paper**

**Design/methodology/approach**

- Subjects were drawn from a Fortune Global 500 company in Korea. Descriptive statistics and hierarchical multiple regression analyses were used to explain the variance in organizational commitment.

**Findings**

- Core self-evaluations and transformational leadership positively influenced employees' organizational commitment. In terms of effect size, organizational commitment was more related to transformational leadership than core self-evaluations. As for transformational leadership, employees exhibited the highest organizational commitment when their leaders articulated the vision, promoted group goals, and provided intellectual stimulation.

And here you will find that the methodologies is about the global 500 companies in Korea and what is the finding? Finding is core self evaluations and transformational leadership positively influence the employees organizational commitment. So, therefore in that case if the leaders are with the transformational leadership style, they will be able to create the commitment of the employees for the organization.

In terms of the effect size organizational commitment was more related to the transformational leadership than the core self evaluations is there. So, therefore it is the leader's responsibility to be having the transformational leadership for the creating of the employees organizational commitment is there. Leaders articulated the vision and promoted the group goals and provided the intellectual stimulations.

**(Refer Slide Time: 33:01)**

**Research Paper:**

**Practical implications**

- Since core self-evaluations tend to be stable over time, HR professionals need to recruit and select those with higher core self-evaluations. HR/OD professionals can help managers change their leadership in a transformative fashion (vision articulation, group goal promotion, and intellectual stimulation) by providing relevant training programs and developmental relationships such as coaching and mentoring.

Then they are able to create their particular employee organizational commitment. Since core self-evaluations tend to be stable over time, HR professionals need to recruit and select those with higher core self-evaluation. HR and OD professionals can help managers change their leadership in a transformative fashion. So, the message is here is that is that their current situation the leaders are required to develop the transformational leadership style. Relating training programmes and development relationships such as the coaching and mentoring is there.

**(Refer Slide Time: 33:37)**

**BOOK RECOMMENDATION**

**Spirit of Leadership: Cultivating the Attributes That Influence Human Action**

**Publisher:** Whitaker House; A Rnate ed. edition (6 March 2018)

**Authors:** Myles Munroe

**Language:** English

**Paperback:** 300 Pages

**ISBN:** 1641230266

**ISBN13:** 1641230266

Image Source: <https://www.amazon.in/Spirit-Leadership-Cultivating-Attributes-Influence/dp/1641230266>

The books which are referred for these particular sessions that is about the spirit leadership by the Myles Munroe is there. And here you were born to lead then the contrary to popular opinion leadership is not meant for an elite group of people.

(Refer Slide Time: 33:55)

**BOOK RECOMMENDATION**

- You were born to lead. Now it's time to become a leader. Leaders may be found in boardrooms, but they may also be found in schools, and organizations—anywhere people interact, nurture, create, or build.
- Contrary to popular opinion, **leadership is not meant for an elite group of people** who, by fate or accident, become leaders while everyone else is consigned to being a lifelong follower, author reports that while **every person possesses the potential of leadership**, many do not understand how to cultivate the leadership nature and how to apply it to their lives.
- In The Spirit of Leadership, Dr. Munroe defines the unique attitudes that all effective leaders exhibit, explains how to eliminate hindrances to your leadership abilities, and helps you to fulfil your particular calling in life.

Image Source: <https://www.amazon.in/Spirit-Leadership-Cultivating-Attributes-Influence/dp/1641230266>

So, therefore every person possesses the potential of leadership, this is the very big statement. And in the spirit of leadership only defines the unique attitudes that all effective leaders exhibit, explain, how to eliminate hindrances to your leadership abilities and helps you to fulfill your particular calling in life is there.

(Refer Slide Time: 34:11)

## **References**

- Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (2015). Leadership: Enhancing the Lessons of Experience (8th ed.). McGraw Hill.
- Jankov, Aleksander. (2011). Competent, Confident and Agile? A Study of the U.S. Army Leadership Requirements Model and its Application for U.S. Army Company Commanders. 112.
- Robbins, S. P., Judge, T. A., & Vohra, N. (2019). Organizational Behavior (18th ed.). Pearson Education Inc.
- <https://harappa.education/harappa-diaries/great-man-theory-of-leadership>
- <https://leadershipbooks.store/products/the-spirit-of-leadership-cultivating-the-attributes-that-influence-human-action>

So, these are the certain references for your further readings which you can refer and develop the more concept as per your convenience. This is all about that is a leadership attributes and I am sure by adopting these leadership attributes, you will be having the successful leadership. Thank you.

**Leadership and Team Effectiveness**  
**Prof. Santosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology-Roorkee**

**Lecture-14**  
**Personality Traits and Leadership**

Today we are discussing a very, very interesting topic that is about the personality of the leaders. That is the and there are so many questions are there related to the personality and the first question arises that what is the personality, how a person develops the personality, why there some persons are very effective leader, how they develop that personality? So, you must be curious about the knowing all these things and in this session we will be discussing this particular issue.

So, first we will talk about the understanding the personality. Now you see there lot of research has been done and the researchers have their now opinion about the personality. The prominent well accepted definition some of them I would like to interact with you. Then actually whatever we say the characteristics it is the personality traits are there and what are the personality traits and leadership is there. Then the trait theory is there then the Allport's trait theory is there, Cattell's trait theory is there, approach-avoidance framework is there, big five or ocean model of personality that we will be discussing.

**(Refer Slide Time: 01:26)**

**Contents**

- Definitions of Personality
- Personality Traits and Leadership
- Trait Theory
  - Allport's Trait Theory
  - Cattell's Trait Theory
- Approach-Avoidance Framework
- Big Five or OCEAN Model of Personality
- Case Study
- Research Paper
- Book Recommendation
- References

And as usual the case study, research papers, book recommendations and references will be there in this session also. Now whenever we are talking about the persistence, so nothing in the world can take the place of the persistence. So, in Indian culture also you will find that is we right from the childhood, the value system which we imbibe into the child and that is about the persistence. So, the talent will not nothing is more common than the unsuccessful man with talent.

**(Refer Slide Time: 01:58)**

Persistence. Nothing in the world can take the place of persistence. Talent will not; nothing is more common than unsuccessful men with talent. Genius will not; unrewarded genius is almost a proverb. Education will not; the world is full of educated derelicts. Persistence and determination alone are omnipotent. "Press on" has solved and always will solve the problems of the human race.

Calvin Coolidge,  
U.S. President

So, therefore in that case that is you will find there are talented people are there but they are not successful. So, therefore even they are having the intellectual ability and they are not successful. Genius will not; unrewarded genius is almost a proverb. So, therefore in that case even if you are

genius not necessarily you will get the rewarded. Education will not; the world is full of educated derelicts.

So, therefore in that case it is not like this that is there are if you are very highly educated, so you will be successful. Persistence and determination alone are the omnipotent, but what will make you the successful and it is your persistence and determination. So, press on has solved and always will solve the problems of the human race and therefore in that case what is most important is this that is a persistence, persistence and persistence. As I mentioned it is the different researchers have given the different definitions of the personality on basis of their research, so let us see some of them.

**(Refer Slide Time: 03:11)**

Definitions of Personality		
Author Name	Year	Definition
Morton Prince	1924	"Personality is the sum total of all the biological innate disposition, impulses, tendencies, appetites and instincts of the individual and the acquired dispositions and tendencies."
Allport	1961	"Personality is the dynamic organization within the individual of those psychological systems that determine his unique adjustment to his environment."
R.B. Cattell	1965	"Personality is that which permits a prediction of what a person will do in a given situation."

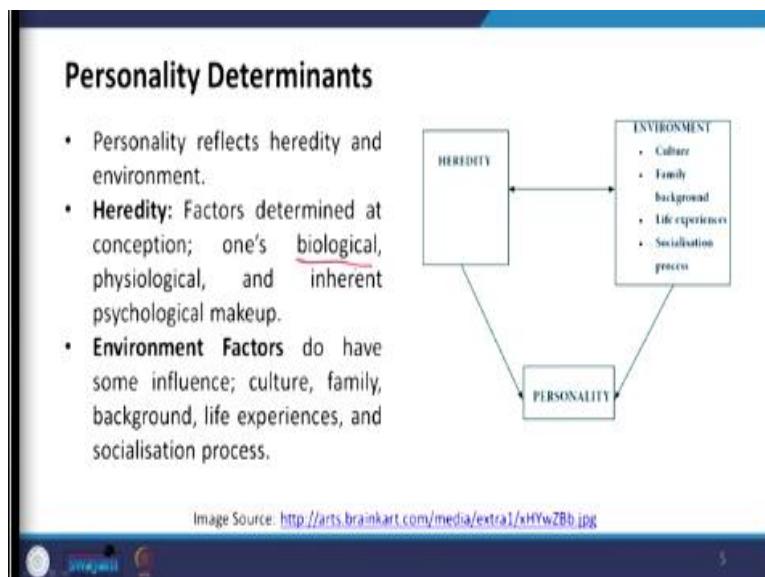
The personality is the sum total of all the biological inert disposition. So, therefore in that case when we talk about your DNA, when you talk about the skin colour, when you talk about the colour of your eyes, colour of your hairs. So, that is a biological inner disposition impulses, psychological tendencies and appetites and instinct of the individual. And therefore that is the acquiring the disposition and the tendencies are there.

Allport is given in 1961 another definition, personality is a dynamic organization within the individual, so it is true, it is every individual is an organization within himself. So, therefore it is within the individual of those psychological systems, they determine his unique adjustment to his

environment. It is a wonderful and you must have also experienced that is we are getting different environment and then we adjust ourselves with the different environment. And they did it psychological adjust system and which it determines that is in a given situation how to adjust.

And that is about the personality according to the Allport is there. R.B Cattell in 1965 is given the definition personality that which permits a prediction of what a person will do in a given situation; it is also response to the situation. So, Allport has talked about in a given environment that is in a given environment what will be the situation. And here it will be in a given situation, so R.B Cattell has talked about that is in a given situation how a person will respond that will decide about the personality of the individual is there.

(Refer Slide Time: 04:53)



Now what determines the personality? So, personality is determined by the heredity, environment and situation. So, personality reflects the heredity and environment and therefore factors determine at conception once biological then the physiological and inherent psychological makeup. And therefore in that case these are the parameters are there which are very, very important and that is about the biological parameters. Like for example the height, so somebody sees your grandparents see you and then they say are your friends talk to you that is you are looking like your father?

So, that is the biological is there. And then when we are talking about the physiological and inherent psychological makeup is there, that will be respond as per the heredity is concerned. Environmental factors are very, very important, do have some influence culture; family, background, life experiences and socialization process is there. So, therefore in the culture, in the family background, so person develops.

Then accordingly the value systems develop whenever we are giving the particular culture or we are living in a particular style of family then our perception, our thought process is also directed towards this type of these thinking system because we have developed into that particular environment. So, personality has 2 meaning, the impression a person make on other, that is how the you make a impression to others by your personality.

And underlying unseen structure and processes inside a person that explain behaviour, this is very, very important dear friends as per as our subject is concerned. So, whatever the person express that we can see, we can understand but whatever the person is inside unseen structure and that is very difficult. All of us are having the an organization within our system, that world is very beautiful that is the yes, it is very difficult to say that what you are seeing and that is the truth only, that is not correct. Under unseen structure and processes that also explains the behaviour of the person.

(Refer Slide Time: 07:24)

**Personality Traits and Leadership**

- Personality has two meaning:
  - ❑ The impression a person make on other.
  - ❑ Underlying, unseen structure and processes inside a person that explain behaviour.
- Most research about the relationship between personality and leadership is based on the **trait approach**.
  - ❑ **Traits** are recurring regularities or trends in a persons' behavior.
  - ❑ **Trait approach** theory maintains that people behave the way they do, because of the strengths of the traits they possess.

Most research about the relationship between personality and leadership is based on the trait approach. Traits are the recurring regularities or trends in a person's behaviour. Trait approach theory maintains that people behave the way they do because of the strength of the traits they possess. So, personality traits are there and therefore in that case this particular theory talks about that whatever type of the traits you are having and that is particular trait theory.

And that will determine that is the how the person will behave? And on basis of these personality traits which are very useful for explaining why people act fairly, consistently in different situations. So, fairly and consistently that you have to note, that is normally whatever the personality traits are there it will very difficult for person to manipulate it, the person will not be able to manipulate.

(Refer Slide Time: 08:22)

**Personality Traits and Leadership (Cont.)**

- Personality traits are useful for explaining why people act fairly, consistently in different situations.
  - Knowing differences in personality traits can help predict more accurately how people will tend to act in different situations.
- Leader behavior reflects an interaction between personality traits and various situational factors.
  - Weak situations are unfamiliar and ambiguous.
  - Strong situations are governed by specific rules, demands, or organizational policies, which can minimize the effects that traits have on behavior.

Knowing differences in personality traits can help predict more accurately how people will tend to act in a different situation. But like whatever the unseen is there; the unseen is because of the personality traits and if you are capable enough to identify that unseen personality traits to judge the person. So, therefore the leader when he identifies that type of these unseen personality traits then definitely he will be able to predict your behaviour.

Leader behaviour reflects an interaction between personality trait and various situational factors. Weak situations are unfamiliar and ambiguous is there and strong situations are governed by the

specific rules, demands or the organizational policies which can minimize the effects that traits on behaviour is there. And therefore in that case whenever we are talking about these strong situations are there then these strong situations which can minimize the effect that is trait on the behaviour is there because there is a favourable situation is there.

(Refer Slide Time: 09:21)

### Traits Theory of Leadership

- Trait Theory of Leadership is based on the assumption that people are born with inherited traits and some traits are particularly suited to leadership.
- The theory aims to discover specific leadership & personality traits and characteristics proven to predict the likelihood of success or failure of a leader and also differentiate leader from follower.
- This theory as described by Kelly (1974) attempts to classify what personal characteristics such as physical, personality and mental, are associated with leadership success.



Image Source: <http://www.differencebetween.net/business/difference-between-supervisor-and-manager/>

In the trait theory of leadership based on the assumption that people are born with inherited traits and some traits are particularly suited to leadership. So, in earlier session we have talked about leaders are born or leaders are made and here we talk about that is the leaders some traits or the person born with the certain personality traits which is suited to the leadership. The theory aims to discover specific leadership and personality traits and characteristics proven to predict the likelihood of success or failure of a leader and also differentiate leader from follower.

And therefore in that case it will be seen that is whenever we are talking about that success or failure of a leader then definitely this particular trait theories that differentiates the behaviour. And this theory is described by the Kelly in 1974 attempts to classify what personal characteristics such as physical as I mentioned earlier biological, personality, psychological and mental are associated with the leadership success is there.

And therefore in 1974 this theory supported the trait theory, trait behaviour and therefore leaders those who are born with these leadership certain traits then definitely in that case they will be the

successful is there. And these characteristics are the physical and personality and mental are there. Whenever we are talking about this physical and mental personality then these are supported by the personality traits.

(Refer Slide Time: 10:58)

**Traits Theory of Leadership**

- Traits: Also called dispositions, Traits can be defined as habitual patterns of behavior, thought, and emotion. Traits are relatively stable over time, differ across individuals and influence behavior. Traits are external behaviors that emerge from internal beliefs and processes.
- The trait approach to personality is one of the major theoretical areas in the study of human personality and is focused on differences between individuals.
- The trait approach was one of the first systematic attempts to study leadership. The combination and interaction of various traits forms a personality that is unique to each individual.

Traits also called dispositions; traits can be defined as habitual patterns of behaviour, thought and emotion. Habitual pattern of the thought also and emotions also, so in a given situation what will be your thought process? A leader will be able to identify and whatever will be your emotions and then he will be able to leader can predict that. So, traits are relatively stable over time differ across individuals and influence the behaviour.

Traits are external behaviors and that emerge from internal beliefs and processes are there. A very beautiful explanation that is these are internal but express externally. The trait approach to personality is one of the major theoretical areas in the study of human personality and focus on difference between the individuals. So, therefore whenever the discussion comes that is what is the difference between the 2 individuals?

So, this trait approach has been considered first that is they are different because of their personality traits are different. So, to study the leadership that is the various different traits of the personality those have been identified and on basis of this identification various traits from a

personality and which is unique to the individual that will determine whether the person will be leader or he will not be leader.

(Refer Slide Time: 12:26)

**Gordon Allport's Trait Theory**

Gordon Allport categorized traits into three levels.

- **Cardinal Traits:** Traits that dominate an individual's whole life, often to the point that the person becomes known specifically for these traits.
- **Central Traits:** The general characteristics that form the basic foundations of personality. These central traits, while not as dominating as cardinal traits, are the major characteristics you might use to describe another person. Terms such as intelligent, honest, shy and anxious are considered central traits.
- **Secondary Traits:** Traits that are sometimes related to attitudes or preferences and often appear only in certain situations or under specific circumstances.

The Gordon Allport's a trait theory, Gordon Allport categorized traits into 3 levels and that is a cardinal traits and the central traits are there. The cardinal traits, a traits dominate an individual's whole life often to the point that the person becomes known specifically for these traits is there. And therefore in that case throughout his life the person showcase is those personality traits. While the central traits are those traits the general characteristics that form the basic foundations of personality and these central traits while not as dominating as cardinal traits are the major characteristics you might use to describe another person.

So, there are these central traits are there which are basically the foundation of personality and the cardinal traits are which are reflecting throughout the life. The secondary traits in the case of the central traits examples have been given intelligence; honest, shy, anxious are considered as a central traits are there. The secondary traits that are sometimes related to the attitudes or preference and often appear only in certain situations are there.

So, secondary traits are for example unfavourable situation, if unfavourable situation arises then definitely there will be the secondary traits will be there. And then under the specific circumstances these secondary traits will be reflecting. So, therefore basically throughout life

cardinal test is there, central traits are there; they form the basic foundation of the personality but may not be reflected every time. And the Cattell's trait theory is how it is different from the Allport's theory.

(Refer Slide Time: 14:16)

**Cattell's Trait Theory**

After Allport, major contribution to trait theory was made by R.B. Cattell. He divided traits into two categories, viz., surface traits, and source traits.

- **Surface Traits** – As the name suggests these are found on the periphery of personality i.e. these are reflected in the day to day interactions of the person. Their expression is so explicit that it leaves no doubt about their existence in the personality.
- **Source Traits** – These represent the structure of personality. These traits are not observable in day to day interactions of the person. Source traits come to notice when some of the surface traits are joined together.

After Allport major contribution to trait theory was made by the R.B Cattell, he divided traits into 2 categories and these surface traits and the source traits are there. So, surface traits say that name suggests these are found on the periphery of personality, these are reflected in the day to day interactions of the person. And their expression is so explicit that it leaves no doubt about their existence in the personality.

So, therefore in that case in a previous slide we are talk about the foundation of the personalities there, central traits were there which were the foundation of the personality. So, in these after Allport this Cattel's trait theory has given the same definition but he has titled it as the surface traits. Then the source traits are there, these represent the structure of personality, these traits are not observable in day to day interaction of the person, there is a secondary traits in case of the previous slide Allport's case.

Source traits come to notice when some of the surface states are joined together. These type of traits that have been titled by the different authors differently but basically there are certain personality traits which will be always reflected. There will be the certain personality traits

which will be reflecting in a given situation, there will be certain personality traits which will be the supporting traits. So, in this case but our concern that we will take further later on that is about the which traits are important for the leadership. Now here it is the approach motivation is there, in approach motivation behaviour approach avoidance framework is instigated or directed by positive desirable event or possibility.

(Refer Slide Time: 16:05)

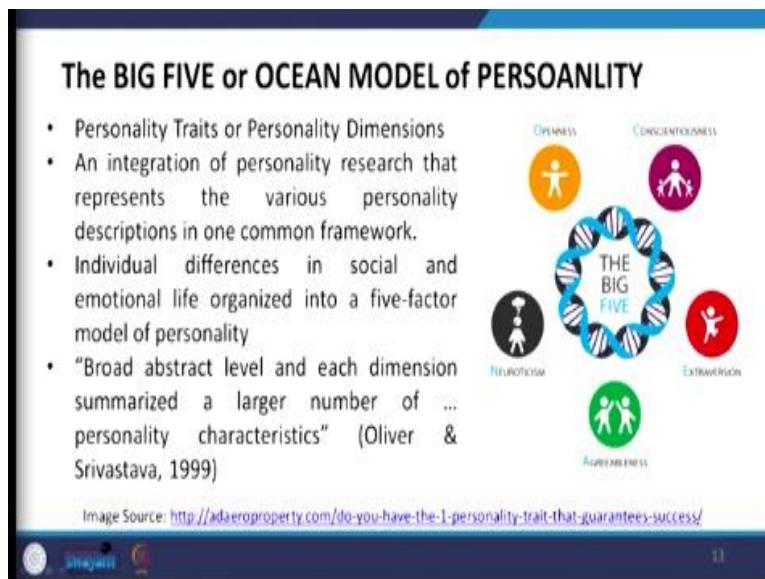
The Approach-avoidance Framework

Framework organizes traits and may help explain how they predict work behavior.

- **Approach Motivation-** our attention to positive stimuli
  - In approach motivation, behavior is instigated or directed by a positive/desirable event or possibility.

So, the person acts because he is looking for the positive outcome and a desirable possibility of the outcome that directs his behaviour and for that behaviour he is highly motivated. Second is avoidance motivation, so naturally undesirable or the negative output is there. So, for example if I will study I will score, if I will not study I will not score, so therefore to study is a motivation for to score and that is a desired event or the possibility is there. Avoidance motivation, not to study that is also a motivation that we should avoid not to study. And why we are avoiding not to study that is a negative undesirable event or possibility is there. So, that fear, fear of getting failure that will be having this particular issue.

(Refer Slide Time: 17:13)



Personality traits are personality dimensions are there, these are the big five or ocean model of personality is there. An integration of personality research that represents the various personality descriptions in one common framework is there. That is the openness, consciousness, neuroticism, agreeableness and extraversion is there. So, this is called the big five model is there, a lot of research has been done and then an integration of the personality research this is becoming the common framework is coming.

And in this common framework the person who is having the openness, openness means that is always ready to welcome the new ideas are there. The individual differences in social and emotional life organized into a 5 factor model of personality and these are the 5 factors are there. Broad abstract level in each dimension summarized a larger number of the personality characteristics are there.

So, now you see in every individual, there are lot of personality traits, but somewhere we have to combine. So, on the basis of research which has been done on the personality this big five model has been introduced. And therefore somebody says 16000 personality traits are there and out of the 16000 personality traits of the human beings then we have been able to classify on the basis of these big five dimensions.

**(Refer Slide Time: 18:47)**

**The BIG FIVE: Conscientiousness**

- Conscientiousness describes a person's ability to regulate their impulse control in order to engage in goal-directed behaviors (Grohol, 2019). It measures elements such as control, inhibition, and persistency of behavior.

High on Conscientiousness	Low on Conscientiousness
<ul style="list-style-type: none"> <li>Competence</li> <li>Organized</li> <li>Dutifulness</li> <li>Achievement striving</li> <li>Self-disciplined</li> <li>Deliberation</li> </ul>	<ul style="list-style-type: none"> <li>Incompetent</li> <li>Disorganized</li> <li>Careless</li> <li>Procrastinates</li> <li>Indiscipline</li> <li>Impulsive</li> </ul>

Source: <https://www.simplypsychology.org/big-five-personality.html>

Consciousness describes a person's ability to regulate their impulse control in order to engage in goal oriented behaviours. It measures elements such as the control, inhibition and persistency of the behaviour is there. So, first we are taking the consciousness, so high on consciousness means competence, organized, dutifulness, achievements striving, self-discipline and deliberation. You can find out that is the out of this dimension suppose you are rating from scale 1 to 7, then in liquor scale whether you have high or you are having the low on consciousness is there.

In low on consciousness is incompetent, disorganized, careless, procrastinates, indiscipline and the impulsive is there. So, we can judge the individual's personality traits on these traits we can judge the individual and then naturally you can identify who can be the leader. The leader who will be the high on consciousness then definitely those personality traits a person will be having you are having the number of subordinates and out of the subordinates those you have to give a position or a promotion you can say, simple word is promotion.

How will you give that promotion or so then that will depend on that is the how competent the person is? If the person is highly competent then it is there. But it is as I have already mentioned in earlier that is it is not the competence, it is the convenience also and when I talk about the convenience this agreeableness comes. How people train to treat relationship with others?

**(Refer Slide Time: 20:17)**

**The BIG FIVE: Agreeableness**

- Agreeableness refers to how people tend to treat relationships with others. Unlike extraversion which consists of the pursuit of relationships, agreeableness focuses on people's orientation and interactions with others.

High on Agreeableness	Low on Agreeableness
<ul style="list-style-type: none"> <li>Trust (forgiving)</li> <li>Straightforwardness</li> <li>Altruism (enjoys helping)</li> <li>Compliance</li> <li>Modesty</li> <li>Sympathetic</li> <li>Empathy</li> </ul>	<ul style="list-style-type: none"> <li>Sceptical</li> <li>Demanding</li> <li>Insults and belittles others</li> <li>Stubborn</li> <li>Show-off</li> <li>Unsympathetic</li> <li>Doesn't care about how other people feel</li> </ul>

Source: <https://www.simplypsychology.org/big-five-personality.html>

Convenience, I have mentioned that formula; competence and convenience, do not forget that formula. So, unlike extraversion which consists of the pursuit of relationships, agreeableness focuses on people's orientation and interaction with others. HR skills, so one may be competent but not necessarily successful leader, so HR skills are required. What HR skills are required? Trust, to trust your people because ultimately you have to get work done from them.

If you will not trust the people you will classify your employees on the negative traits like here low on agreeableness, if you are skeptical, demanding or insult and belittles others, stubborn, show-off, unsympathetic, please do not do this. This is the low on agreeableness is there, what is required to be leader high on agreeableness is required that is a modesty, sympathetic, empathy, trust.

These are the traits personality traits, so suppose you ask this or what are the personality traits into the consciousness and agreeableness? So, you should look at the list of those who are high on consciousness and high on the agreeableness. So, therefore they are high on their competency and their high on their these are treating the relationship with others and if you are able to making treating the relationship with others then nicely then definitely you form convert a group into team.

And when you convert the group into team you are a successful leader. You can judge for the others also whether they are the successful; they can become the successful leaders or not if they are high on the consciousness and agreeableness, now the extraversion. What is extraversion? Extraversion reflects the tendency and intensity to which someone seeks interaction with their environment.

(Refer Slide Time: 22:14)

**The BIG FIVE: Extraversion**

- Extraversion reflects the tendency and intensity to which someone seeks interaction with their environment, particularly socially. It encompasses the comfort and assertiveness levels of people in social situations.
- Additionally, it also reflects the sources from which someone draws energy.

High on Extraversion	Low on Extraversion
<ul style="list-style-type: none"><li>• Sociable</li><li>• Energized by social interaction</li><li>• Excitement-seeking</li><li>• Enjoys being the center of attention</li><li>• Outgoing</li></ul>	<ul style="list-style-type: none"><li>• Prefers solitude</li><li>• Fatigued by too much social interaction</li><li>• Reflective</li><li>• Dislikes being the center of attention</li><li>• Reserved</li></ul>

Source: <https://www.simplypsychology.org/big-five-personality.html>

Whatever environment is there? Favourable or unfavourable. Particularly socially, social environment is there and when suppose the marriage is there, meeting is there, gathering is there, formal social activity is there, it encompasses the comfort in a certain level of people in social situation, how much comfortable you are? You just come you attend the function and you go without much interacting with others, whatever the minimum interaction is required you just say hello, hi, good morning, good evening and that is all. No, what is required to be successful leader high on extraversion is required, sociable.

Energized by social interaction, excitement seeking, enjoys being the center of attention and outgoing is there. Dear friends this is based on the research. So, therefore you have to develop. Now you will say sir I am low on extraversion, can I convert my low on extra version to the high on extraversion? Yes you can convert. How you can convert? Very simple example if you are a low on extraversion you will prefers the solitude, no, become the more socialized, interact with the people and become the center point of the discussion.

And therefore people surrounding to you they focus on you and they start talking, you will find in your family also if there is a marriage or something is there you find there is one uncle or auntie that everybody is around to that uncle or aunty and they are holding the position and though they are not the parents of the neither the groom or the bride they are not there, but they are the center point are there.

So, that is the extraversion. Openness to experience. Now you see life is a journey and in journey we are having the lot of experiences. So, there will be the different platforms, it is a journey from platform to platform from birth to the funeral. So, therefore in that case so lot of experiences are there and then some are sweet, some are sorrow. So, therefore in that case but what leaders require? Leaders cannot take these things to the heart for long time, you have to adjust with the environment.

**(Refer Slide Time: 24:41)**

The BIG FIVE: Openness to experience

- Openness to experience refers to one's willingness to try new things as well as engage in imaginative and intellectual activities. It includes the ability to "think outside of the box."

High on Openness to experience	Low on Openness to experience
<ul style="list-style-type: none"><li>• Curious</li><li>• Imaginative</li><li>• Creative</li><li>• Open to trying new things</li><li>• Unconventional</li></ul>	<ul style="list-style-type: none"><li>• Predictable</li><li>• Not very imaginative</li><li>• Dislikes change</li><li>• Prefer routine</li><li>• Traditional</li></ul>

Source: <https://www.simplypsychology.org/big-five-personality.html>

So, high an openness to experience is curious, imaginative, creative, open to trying new things and the unconventional are there. So, therefore try why not try? If you will not try then how will you get it? So try maybe otherwise may not be, so if it is may not be ok that is fine, we were knowing it may not be but we tried so it may be that is optimism is there. Describes the overall emotional stability of an individual through how they perceive the world.

**(Refer Slide Time: 25:11)**

**The BIG FIVE: Neuroticism**

- Neuroticism describes the overall emotional stability of an individual through how they perceive the world. It takes into account how likely a person is to interpret events as threatening or difficult. It also includes one's propensity to experience negative emotions.

High on Neuroticism	Low on Neuroticism
<ul style="list-style-type: none"> <li>• Anxious</li> <li>• Angry hostility (irritable)</li> <li>• Experiences a lot of stress</li> <li>• Self-consciousness (shy)</li> <li>• Vulnerability</li> <li>• Experiences dramatic shifts in mood</li> </ul>	<ul style="list-style-type: none"> <li>• Doesn't worry much</li> <li>• Calm</li> <li>• Emotionally stable</li> <li>• Confident</li> <li>• Resilient</li> <li>• Rarely feels sad or depressed</li> </ul>

Source: <https://www.simplypsychology.org/big-five-personality.html>

It takes into account how likely a person is to interpret events as a threatening or difficult, it also includes once propensity to experience the negative emotions, I come across many times this type of this list is there of the high neuroticism and the low neuroticism and then I come across this type of these issues with my alumni that is the boss is bully and therefore they want to leave the organization.

So, it is basically what happens? That is these are neuroticism how likely a person is to interpret the events is threatening or difficult. So, the Bully boss will be bully for everybody. So, if you ask your colleagues you are seniors they will say he behaves like this only, so but they do not give that much importance, but we are new. So, when we face this type of the situation first time.

So, we are scared that is also natural; I do not say that there is something wrong. But what is important is that is the how you interpret it and then you say this boss will throw me out; my life will be miserable; my family is dependent on me; where I will go; there are new jobs; corona is there. So, then it is an interpretation basically, how do you interpret? How leaders will interpret? Leaders will interpret with the fighting spirit.

**(Refer Slide Time: 26:52)**



So, when we are talking of these big five traits the emotional stability, extraversion, openness, agreeableness and conscientiousness. Then the less negative thinking and the fewer negative emotions and less hypervigilant are there in emotional stability. What does it affects? Higher job and the life satisfaction and lower stress level is there because they are having the less negative thinking is there those who are emotionally stable.

Extroversion people better interpersonal skills as I have mentioned they are more socializing, greater social dominance and more emotional than the expressive are there. So, higher performance, enhanced leadership, higher job and the life satisfaction is there. In case of the openness increased learning, so therefore training performance enhanced leadership and the more adaptable to the change is there.

In case of the agreeableness better liked more compliant and the conforming is there because they are having the better acceptance. A higher performance, low level of the deviant behaviour is there. The conscientiousness is there greater efforts and persistence, more drive and discipline is there, higher performance, enhanced leadership and the greater longevity is there. So, therefore in that case you will find whenever we are talking about these big five traits then whatever is the way we handle the situation.

Again how the one handles the situation on the basis of hereditary environment and situation but his basic personality traits the core traits which has been given by the Allport and Cattell's model we have seen and therefore in that case we can find out that is on this five dimensions however the one will react that will depend on that is how his personality traits are? So, here openness to experience I like traveling to foreign countries, I enjoy going to attend learning and development sessions.

**(Refer Slide Time: 28:47)**

The BIG FIVE or OCEAN MODEL of PERSONALITY	
FACTOR	BEHAVIOR/ITEMS
Openness to experience	I like traveling to foreign countries. I enjoy going to attend learning and development sessions.
Conscientiousness	I enjoy putting together detailed plans. I rarely get into trouble.
Extraversion	I like having responsibility for others. I have a large group of friends..
Agreeableness	I am a sympathetic person. I get along well with others.
Neuroticism	I remain calm in pressure situations. I take personal criticism well.

So, you can find out from yourself or from your those employees to whom you want to give the leadership assignment. That is whether they like the traveling or they enjoy going to attend learning or their focus only on their work and therefore they are happy, they cannot be the leaders because they are narrow downing their premises. Consciousness I enjoy putting together, detailed plans are there, I rarely get into trouble. Extraversion is I like having responsibility for others; I have a large group of friends. So, therefore that is more socialization.

Agreeableness: I am a sympathetic person; I get along with others. Neuroticism: I remain calm in present situations, I take personal criticism well. Now this is very, very important point. That is these positive traits openness, consciousness, extroversion, agreeableness that is ok, that is fine. But you have also to be very careful in developing neuroticism. So, therefore in that case if you are able to take the pressure of the work environment.

If you are having the ability to compete with whatever the negative situation is there then you will be more successful. So, therefore if you take the personal criticism also very well, that is yes if this is the situation I and the people are saying that is you are having this weakness, no problem I will try to convert my weakness into the strength. So, I develop my strength and minimize my weaknesses and like this the neuroticism will be applicable in developing the leadership by personality.

(Refer Slide Time: 30:39)

**Implications of the BIG FIVE or OCEAN Model**

- The Model provides an explanation for leaders' and followers' tendencies to act in consistent ways over time.
- ✓ **Behaviour manifestations** of personality traits are often exhibited automatically and unconsciously.

So, model provides an explanation for leaders and follows tendencies to act in the consistent ways over time. Behaviour manifestations of personality traits are often exhibited automatically and unconsciously. So, therefore in this case you will find that immediate react are you respond? So, that reactions are respond to a given situation and that is about the behaviour manifestation is there and that person cannot hide. So, therefore in that case these big five for the ocean model it talks about that is the leadership gain self insight to improve decision making. So, because you know what is your personality, once you know your personality then it will be helpful for your decision making?

(Refer Slide Time: 31:25)

## Implications of the BIG FIVE or OCEAN Model

- The Model provides an explanation for leaders' and followers' tendencies to act in consistent ways over time.
  - ✓ **Behaviour manifestations** of personality traits are often exhibited automatically and unconsciously.
- ✓ The **OCEAN Model** is useful in many ways.
  - ❑ Leadership gain self-insights to improve decision making.
  - ❑ Leadership researchers categorize findings.
  - ❑ Model helps to profile leaders.
  - ❑ Model seems to be universally applicable across cultures.

Leadership researchers categorize findings that is how the findings are relevant, model helps to profile the leaders and model seems to be universally applicable across the cultures are there.

(Refer Slide Time: 31:35)

## Implications of the BIG FIVE or OCEAN Model

### Personality traits:

- Can be reliably categorized into the five major dimensions of Five Factor Model.
  1. Are good measure of leadership potential.
  2. Can be used to make predictions about typical behaviour at work.
  3. Tend to be difficult to change.

If this is a situation then these reliably categorize the five major dimensions of this five factor models are good measures of leadership potential, can be used to make predictions about typical behaviour at work. So, what will be behavioral work that you can predict and tend to be difficult to change, are exhibited automatically and without conscious thought? And predispose people to act in certain ways, but behaviours can be modified through the experience, feedback and reflection is there.

(Refer Slide Time: 32:05)

### Case Study: On the Costs of Being Nice

- Agreeable people tend to be kinder and more accommodating in social situations, which you might think could add to success in life. However, one downside of agreeableness is potentially lower earnings. Recent research has shown the answer to this and other puzzles; some of them may surprise you.
- First, and perhaps most obvious, agreeable individuals are less adept at a type of negotiation called distributive bargaining. Distributive bargaining is less about creating win-win solutions and more about claiming as large a share of the pie as possible. Because salary negotiations are generally distributive, agreeable individuals often negotiate lower salaries for themselves than they might otherwise get. Perhaps because of this impaired ability to negotiate distributively, agreeable individuals have lower credit scores.

23

As usual now after the understanding of the personality traits then the definitions of personality and Allport's model and Cattell's model then the big five model. Now we will talk about a particular practical application that is the case study is there. One downside of agreeableness is potentially lower earnings, recent research has shown the answer to these and other puzzles; some of them may surprise you.

So, most obvious agreeable individual are less adopt at a time of negotiation called this distributive bargaining. This is very, very interesting. What is the distributive bargaining where the rewards are given is less about the creating win-win situation and more about claiming as large of a share of the pie as possible. Because salary negotiations are generally distributive, agreeable individuals often negotiate lower salaries for themselves agreeableness because you say ok its fine.

Then they might otherwise get. Perhaps because of this impaired ability to negotiate distributively, agreeable individuals have lower credit scores. So, therefore agreeableness is good but up to a certain extent. Second agreeable individuals may choose to work in industries or occupations that earn low salaries such as the caring industries of the education or health care because they are not looking for the much materialistic, they returns on their efforts. Agreeable individuals are also attracted to jobs both in the public sector and in non-profit organizations.

**(Refer Slide Time: 33:42)**

### **Case Study (Cont.)**

- Second, agreeable individuals may choose to work in industries or occupations that earn lower salaries, such as the “caring” industries of education or health care. Agreeable individuals are also attracted to jobs both in the public sector and in nonprofit organizations.
- Third, the earnings of agreeable individuals also may be reduced by their lower drive to emerge as leaders and by their tendency to engage in lower degrees of proactive task behaviors, such as coming up with ways to increase organizational effectiveness.
- While being agreeable certainly doesn’t appear to help one’s pay, it does provide other benefits. Agreeable individuals are better liked at work, and generally are happier at work and in life.

24

Third the earnings of agreeable individuals also may be reduced by their low drive to emergency leaders and by their tendency to engage in lower degrees of proactive task behaviour such as coming up with the ways to increase organizational effectiveness and therefore they will not come forward much about their in the front row by the social centric behaviour. While being agreeable certainly does not appear to help ones pay it does provide other benefits. Agreeable individuals are better liked at work and generally are happier at work and in life that is the biggest reward to a person who is having the agreeableness.

**(Refer Slide Time: 34:20)**

### **Case Study (Cont.)**

Nice guys-and gals-may finish last in terms of earnings, but wages themselves do not define a happy life, and on that front, agreeable individuals have the advantage.

#### **Questions:**

1. Do you think employers must choose between agreeable employees and top performers? Why or why not?
2. Often, the effects of personality depend on the situation. Can you think of some job situations in which agreeableness is an important virtue, and some in which it is harmful to job performance.
3. In some research we have conducted, we have found that the negative effect of agreeableness on earning is stronger for men than for women (that is, being agreeable hurt men’s earnings more than women’s). Why do you think this might be the case?

25

Nice guys-and gals-may finish last in terms of earnings but wages themselves do not define a happy life and on that front, agreeable individuals have the advantage. Do you think employers

must choose between agreeable employees and the top performers? Why or not? So, this is the assignment for you. These are the questions; the effects of personality depend on the situation. Can you think of the same job situation in which agreeableness is an important virtue and some in which it is harmful to job performance. In some research we have conducted, we have found that the negative effect of agreeableness and earning is stronger for men than for women that is being agreeable hurt men's earning more than women's. Why do you think this might be the case, why in the gender basis that is the agreeableness and the pay structure that is differentiating.

**(Refer Slide Time: 35:09)**

The screenshot shows a research paper page. At the top left is the Emerald Publishing logo. To its right, the title 'Research Paper' is displayed above the article title. The article title is 'Measuring leader behaviour: evidence for a "big five" model of leadership'. Below the title, there is author information: Peter H. Langford and Cameron B. Dougall from the Voice Project, Macquarie Park, Australia, and Louise P. Parkes from the Department of Psychology, Macquarie University, North Ryde, Australia. The text 'Accepted 2 February 2016' is also present. On the left side of the main content area, there is a section titled 'Purpose' with a brief description of the study's aim. At the bottom of the page, there is a navigation bar with icons for search, print, and other document functions.

This is the research paper, measuring the leader behaviour, evidence for a big five model of leadership which you can refer.

**(Refer Slide Time: 35:16)**

**Design/methodology/approach**

In total, 1,186 employees completed the Voice Leadership 360, a survey designed to measure the leadership big five, collectively rating 193 managers from a range of different sectors and industries, using a 360-degree survey methodology.

**Findings**

Confirmatory factor analyses and internal reliability analyses provide evidence for 22 lower-order factors of leadership behaviour that aggregate into five higher-order factors of leadership aligned with the big five personality descriptors. Further evidence for the validity of the model is indicated by significant correlations between 360-degree survey ratings and raters' judgements of leaders' personality, and significant correlations between 360-degree survey ratings and both work unit engagement levels and manager reports of work unit performance.



And here we can learn from this that this 360 degree survey rating, earlier also we have talked about this 360 degree.

(Refer Slide Time: 35:25)

**Research limitations/implications**

The cross-sectional design is the main limitation of the present study, limiting conclusions that changes in leadership behaviours will lead to changes in organisational outcomes. The primary research implications of this study include the support for an integrating model of leadership behaviour that aligns with a large body of psychological research, as well as the development of a survey that can be used for future exploration of the model.

**Practical implications**

Practitioners may use the results of the study to rethink how they develop competency frameworks and measure leadership behaviour in organisation development contexts. This broad model of leadership and the familiarity of its dimensions could increase the effectiveness of behaviour change interventions, and the presented survey provides a reliable and valid tool for 360-degree assessments.



And here we can find out this study include the support for an integrating model of leadership behaviour and large body of psychological research and the practical implication is this that is we can identify the effectiveness of the behaviour and if it needs a behaviour change you are able to predict you can find out the leaders also.

(Refer Slide Time: 35:47)

**BOOK RECOMMENDATION**

**Personality: What makes you the way you are (Oxford Landmark Science)**

Publisher: OUP UK; 1st edition (18 July 2016)

Authors: Daniel Nettle

Language: English

Paperback: 304 Pages

ISBN: 0199211434

ISBN13: 978-0199211432

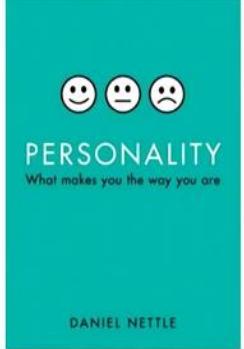


Image Source: <https://m.media-amazon.com/images/I/31B1b5EYi7L.jpg>

This is the book personality; what makes you the way you are like by the Daniel Nettle and that you can refer if you find it interesting.

(Refer Slide Time: 35:55)

**BOOK RECOMMENDATION**

Daniel Nettle takes the reader on a tour through the science of human personality, introducing the five 'dimensions' on which every personality is based, and using an unusual combination of individual life stories and scientific research. Showing how our personalities stem from our biological makeup, Nettle looks at the latest findings from genetics and brain science, considers the evolutionary origins and consequences of personality variation, and even includes a questionnaire for you to assess your own personality against the five dimensions.

There is no optimal personality to have. Rather, every disposition brings both advantages and disadvantages. Full of human as well as scientific insight, this book will enable you to understand the perils and potentials of your personality to the full.

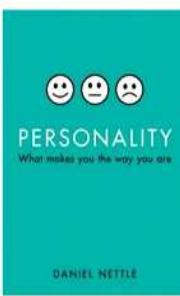


Image Source: <https://m.media-amazon.com/images/I/31B1b5EYi7L.jpg>

And showing how our personalities system from our biological makeup, I am sure that you will like this particular book and you may refer for this particular further studies.

(Refer Slide Time: 36:06)

The screenshot shows a presentation slide with a dark blue header and footer. The header contains the text 'Swayam'. The footer has icons for a magnifying glass, a person, and a gear, followed by the number '31'. The main content area is titled 'References' in bold. It lists several sources, including academic papers and online links:

- Elliot, Andrew & Thrash, Todd. (2002). Approach-avoidance Motivation in Personality: Approach and Avoidance Temperaments and Goals. *Journal of personality and social psychology*. 82. 804-18. 10.1037/0022-3514.82.5.804
- Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (2015). Leadership: Enhancing the Lessons of Experience (8th Edition). McGraw Hill.
- Peter H Langford Cameron B Dougall Louise P Parkes , (2017)," Measuring leader behaviour: evidence for a 'big five' model of leadership ", *Leadership & Organization Development Journal*, Vol. 38.
- <http://egyankosh.ac.in/bitstream/123456789/23532/1/Unit-1.pdf>
- <https://www.slideshare.net/BhuwneshwarPanday/trait-theory-of-leadership-15317886>
- <https://www.technofunc.com/index.php/leadership-skills-2/leadership-theories/item/trait-theory-of-leadership-2>
- <https://slideplayer.com/slide/3545415/>
- <https://www.simplypsychology.org/big-five-personality.html>

These are the references which are for this text and also for your further readings and this are all about the personality and leadership behaviour, thank you.

**Lecture-15**  
**Personality Types and Leadership**

Now we will talk about in this session the personality types in leadership. In the previous session we have talked about that is how these personalities; what is the personality the definitions given by the different authors and then especially the Allport and Cattell's and big five model of personality that we have discussed. Now in this case we will talk about the difference between the traits and the types. In the previous we have talked about the personality traits.

**(Refer Slide Time: 00:57)**

The screenshot shows a presentation slide with a dark blue header and footer. The main content area has a white background. At the top left, there is a small circular icon with a face. To its right, the word "Santosh" is written vertically. On the far right of the header, the number "34" is displayed. The slide is titled "Contents" in bold black font. Below the title is a bulleted list of topics:

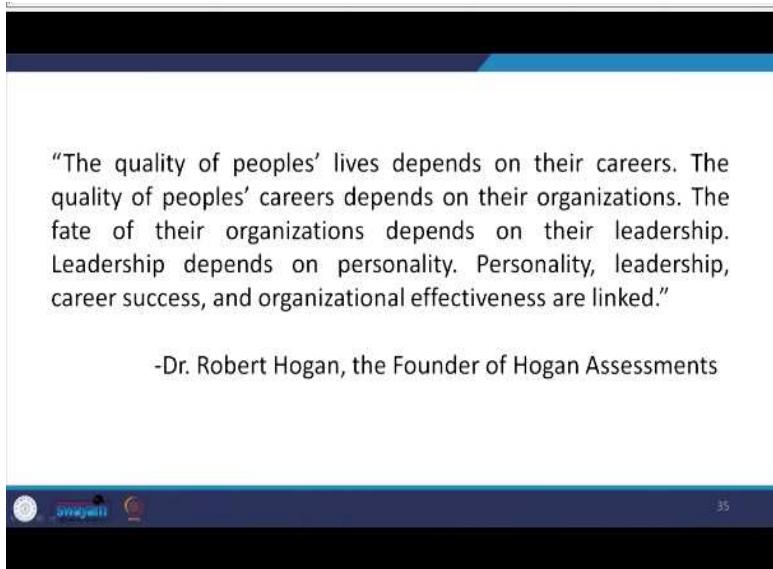
- Difference between Traits and Types
- Myers-Briggs Type Indicator (MBTI)
- Type A and B Personality Type
- John Holland's Theory
- Case Study
- Research Paper
- Book Recommendation
- References

To the right of the list is a colorful illustration depicting four personality types from the Myers-Briggs Type Indicator (MBTI) model: Extraverted (represented by a person in a yellow shirt), Intuitive (represented by a person in a blue shirt), Sensing (represented by a person in a green shirt), and Thinking (represented by a person in a red shirt). The background of the slide features a light blue gradient at the top and bottom.

Image Source: <https://www.verywellmind.com/the-myers-briggs-type-indicator-2795583>

And on basis of those traits how to predict these leaders then the Myers-Briggs type indicator MBTI exercise is there. Type A and type B personality and John Holland's theory, case study, research papers, book recommendation and references as usual. The quality of the people's lives depends on their careers and the quality of people's careers depends on their organizations.

**(Refer Slide Time: 01:23)**



"The quality of peoples' lives depends on their careers. The quality of peoples' careers depends on their organizations. The fate of their organizations depends on their leadership. Leadership depends on personality. Personality, leadership, career success, and organizational effectiveness are linked."

-Dr. Robert Hogan, the Founder of Hogan Assessments

So, therefore in that case whenever you are having the high career then definitely the high quality of the people you will find and the quality of people carry as depends on their organization. High level of organization, so high careers will be there. The fate of their organization depends on their leadership, leadership depends on personality and personality leadership career success and organizational effectiveness are linked.

So, therefore according to the Dr. Robert Hogan the founder of the Hogan assessment you will find that is the here all these dimensions, personality leadership, career success and OE organizational effectiveness are linked. So, as per the personality is concerned then the person will develop the leadership style will be there and as per the leadership style will be there; there will be the career success and as per the career success organizational effectiveness will be linked.

**(Refer Slide Time: 02:20)**

**Difference between TRAITS AND TYPES**

- A **trait** is a characteristic pattern of behavior or conscious motive which can be self-assessed or assessed by peers. The term **type** is used to identify a certain collection of traits that make up a broad, general personality classification.
- Types are sometimes said to involve qualitative differences between people, whereas traits might be construed as quantitative differences.
- **Psychological typologies** are often expressed in terms of polar opposites. Typologies tend to put people into discrete psychological categories and emphasize the similarities among people in the same category and difference between people of different types regardless of actual score.

So, a trait is a characteristics pattern of behaviour or conscious motive which can be self-assessed or assessed by the peers. The term type is used to identify a certain collection of traits that make up the broad general personality classifications are there. So, types are sometimes said to evolve this particular is used to identify certain collection of traits that make up a broad general personality classification.

As we have talked about the personality traits and then the big five model like the openness is there, extraversion is there, agreeableness is there. So, all these personality traits, whenever these personality traits will be there and then they will collectively, they will find a type of personality will be there. This psychological topologies and that has been expressed in terms of the polar opposites are there.

The topologies tend to put people into the different categories. So, therefore in the big five model what we have talked about? We have talked about the openness, extraversion, agreeableness and here we will talk about the typologies, there is what is the typology is there. So, those big five model where the personality traits model. Traits were classified. And whatever the classification of traits is there on basis of that we will create a particular typology and emphasize the similarities among people in the same category, this is very, very important.

So, therefore in that case if somebody has been classified into the one category and another person is classified into another category. So, then there will be the groups of categories. So,

might be the 10 people in the one category, 7 people into another category and on basis of that the leader can decide the roles and responsibilities.

**(Refer Slide Time: 04:06)**

**Psychological Preferences as a Personality Typology**

- Myers-Briggs Type Indicator (MBTI) measures psychological preferences, or "mental habits."
- This is a tool which is frequently used to help individuals understand their own communication preference and how they interact with others. Having an awareness of what MBTI is can help you adapt your interpersonal approach to different situations and audiences.
- Each year over 2 million people take the MBTI, one of the most popular psychological test.
- The MBTI is very popular in college leadership courses, formal leadership training programs, and team building interventions.

MBTI Myer's-Briggs type indicator measures psychological preferences or the mental habits are there. So, this is a tool which is frequently used and very well accepted to help individuals and understand their own communication preferences because of their own personality style. And how they interact with others having an awareness of what MBTI can help you adopt your inter personal approach to the different situations in the audiences are there.

Each year over 2 million people take the MBTI Myer's-Briggs type of indicator, one of the most popular psychological tests is there. As I mentioned that is this MBTI has become the very popular and millions of people they like to take this particular test and identify their own personality. The MBTI is very popular in college leadership courses formal leadership training programs and the team building interventions are there.

And they afford to identify because what the MBTI does? MBTI identify the personality typology and therefore in the college courses also leadership training programs also, team building interventions also, because what happens there is one typology that has to be matched with the another typology and when you are matching the proper typology your team effectiveness will increase.

**(Refer Slide Time: 05:29)**

**Myers-Briggs Type Indictor (MBTI)**

MBTI has four basic preference dimensions.

<b>EXTRAVERSION</b>	<b>INTROVERSION</b>
Where do you get your energy from?	
<b>SENSING</b>	<b>INTUITION</b>
What kind of information do you prefer to use?	
<b>THINKING</b>	<b>FEELING</b>
What process do you use to make decisions?	
<b>JUDGING</b>	<b>PERCEIVING</b>
How do you deal with the world around you?	

Source: <https://image.slidesharecdn.com/oppmbtistepishortgroupfeedback-copy-150603143116-lva1-app689195/personality-workshop-university-of-westminster-skills-academy-12-638.jpg?cb=1433341978>

MBTI has 4 basic preference dimensions, extraversion, sensing, thinking and judging. And with the extraversion that is the introversion, sensing with the intuition, thinking with the filling and judging with the perceiving is there. So, where do you get your energy from? So, that is the extraversion and introversion is there. Sensing is there, what kind of information do you prefer to use and what process do you use to make decisions whether the thinking is the or the feeling is there.

What do you think we deal with the world around you whether you are judging or you are perceiving? So, therefore in that case this type of the personality's preference dimensions are there and by with the help of this personality in different dimensions the one can decide about that is what type of the typology the person is belonging. So, person may be having either the extraversion or might be introversion, may be sensing or maybe intuition.

May be thinking or feeling, maybe judging or the perceiving is there and not only this. With this there will be the different combinations and on the basis of the combinations then the person's personality typology that will evolve. Now so these are 4 types of the personality typologies are there, 4 pairs are there. So, therefore in that case 16 types of the personality typology will evolve and it is the ISTJ. That is the introversion, sensing, thinking and judging.

**(Refer Slide Time: 06:52)**

Myers-Briggs Type Indictor (MBTI)	
Characteristics and Careers Frequently Associated with each Myers-Briggs Type	
<b>ISTJ (Introversion/Sensing/Thinking/Judging)</b> Responsible, organized, perfectionistic, detail oriented, private, punctual, dutiful, cautious, would rather be friendless than jobless, insensitive to hardships of others <b>Favored Careers:</b> Scientist, Engineer <b>Disfavored Careers:</b> Entertainer, Musician	<b>ESFP (Extraversion/Sensing/Feeling/Perceiving)</b> Outgoing, social, talkative, modest, emotional, happy, disorganized, spontaneous, suggestible, prone to crying, likes being the center of attention, likes teamwork <b>Favored Careers:</b> Hair Stylist, DJ, Nurse <b>Disfavored Careers:</b> Researcher, Programmer
<b>ISFJ (Introversion/Sensing/Feeling/Judging)</b> Polite, rule abiding, dutiful, dislikes competition, frightens easily, timid, socially uncomfortable, not spontaneous, apprehensive, guarded, suspicious <b>Favored Careers:</b> Homemaker, Librarian <b>Disfavored Careers:</b> Performer, CEO	<b>ESTJ (Extraversion/Sensing/Thinking/Judging)</b> Organized, group oriented, focused, conventional, planful, realistic, hard working, stiff, content, regular, strict, disciplined, meticulous, strong sense of purpose <b>Favored Careers:</b> Executive, Banker, Lawyer <b>Disfavored Careers:</b> Poet, Artist, Musician

ESFP extroversion, sensing, feeling and perceiving is there. ISFJ introversion, sensing, filling and judging is there and ESTJ there is the extraversion, sensing, thinking and judging is there. Now here you can see that is from this particular combination, so it is the ESTJ or it can be EITJ or it can be ESFJ or it can be EIFJ or it can be E sensing, thinking and perceiving is ESTJ. So, therefore in that case 16 types, so whenever we are making these combinations so these type of the combinations may arise.

(Refer Slide Time: 07:38)

Myers-Briggs Type Indictor (MBTI)	
Characteristics and Careers Frequently Associated with each Myers-Briggs Type	
<b>ISTJ (Introversion/Sensing/Thinking/Judging)</b> Responsible, organized, perfectionistic, detail oriented, private, punctual, dutiful, cautious, would rather be friendless than jobless, insensitive to hardships of others <b>Favored Careers:</b> Scientist, Engineer <b>Disfavored Careers:</b> Entertainer, Musician	<b>ESFP (Extraversion/Sensing/Feeling/Perceiving)</b> Outgoing, social, talkative, modest, emotional, happy, disorganized, spontaneous, suggestible, prone to crying, likes being the center of attention, likes teamwork <b>Favored Careers:</b> Hair Stylist, DJ, Nurse <b>Disfavored Careers:</b> Researcher, Programmer
<b>ISFJ (Introversion/Sensing/Feeling/Judging)</b> Polite, rule abiding, dutiful, dislikes competition, frightens easily, timid, socially uncomfortable, not spontaneous, apprehensive, guarded, suspicious <b>Favored Careers:</b> Homemaker, Librarian <b>Disfavored Careers:</b> Performer, CEO	<b>ESTJ (Extraversion/Sensing/Thinking/Judging)</b> Organized, group oriented, focused, conventional, planful, realistic, hard working, stiff, content, regular, strict, disciplined, meticulous, strong sense of purpose <b>Favored Careers:</b> Executive, Banker, Lawyer <b>Disfavored Careers:</b> Poet, Artist, Musician

And what are these combinations talk about? So, it is the introversion, sensing, thinking and judging is there ISTJ. So, here favored careers are the scientists or engineers are there. So, once you know the personality typology, you can identify and then classify them into a particular typology and a typology is called the ISTJ. And detail oriented private punctual

deficit cautious would rather be friendless than jobless insensitive to the hardship of others is there.

So, in case of the ISTJ so if the person is such an introversion, sensing, thinking and judging then definitely then that person will be the scientist or engineer. If the person is ESTJ. After ISTJ I would like to take ESTJ because it is the extroversion, sensing, thinking and judging is there. So, it is organized, group oriented, focused, conventional, planful, realistic, hard working, stiff, content, regular, strict, discipline, meticulous, strong sense of purpose is there.

So, because this sensing, thinking and judging this is common. So, only difference is of the introvert and extrovert is there and here you will find that is as we have talked about the that five big type model also and therefore in that case we have found that is if a person is socialized extroversion is there his leadership style will be more appropriate for the executive, banker or lawyer.

(Refer Slide Time: 09:30)

Myers-Briggs Type Indictor (MBTI)	
Characteristics and Careers Frequently Associated with each Myers-Briggs Type	
<b>ISTP (Introversion/Sensing/Thinking/Perceiving)</b> Hidden, private, loner, insensitive to others, dislikes sharing feelings, lower energy, messy, avoidant, submissive, prefers intellectual pursuits over relationships <b>Favored Careers:</b> Engineer, Programmer <b>Disfavored Careers:</b> Artist, Florist, Teacher	<b>ESFJ (Extraversion/Sensing/Feeling/Judging)</b> Outgoing, does not like being alone, open, easy to read, considerate, loving, follows the rules, clean, altruistic, values organized religion <b>Favored Careers:</b> Wedding Planner, Nurse <b>Disfavored Careers:</b> Scientist, Astronaut
<b>ISFP (Introversion/Sensing/Feeling/Perceiving)</b> Disorganized, easily distracted and disturbed, self-doubting and not self-confident, indecisive, does not like leading, private, modest <b>Favored Careers:</b> Teacher, Singer, Carpenter <b>Disfavored Careers:</b> Marketer, Judge, Lawyer	<b>INFJ (Introversion/Intuition/Feeling/Judging)</b> Anxious, cautious, creative, smart, private, values solitude, does not like to be looked at, easily offended, moody, fears rejection <b>Favored Careers:</b> Therapist, Editor, Painter <b>Disfavored Careers:</b> Pilot, Business Owner

While if the person is with the ISTP, so here you will find that is the sensing, feeling and perceiving is there. So, therefore there will be in this case now the ISTP introversion, sensing, thinking and perceiving that is the engineer and programmer is there, why this is the another, here is the introversion, intuition, filling and judging is there. So, therefore in that case again this is introvert is there.

However, here you will find that it is the sensing is there, so here is sensing and here is intuition is there. Naturally on the basis of the personality typology which you have the job or

professions that will be more suitable, this is the one hint. Another very important output is these are practical implication of this finding is this. That is the assignment of responsibilities.

Whatever the personality job fit model always we talk about, it is what type of the personality the person is having and accordingly you assign them the job. Now for the ESFJ extroversion, sensing, filling and judging. Here you will find that is the favored careers are that is the wedding planner, nurse, this type of the scientist or these favor careers are scientist or astronaut is there. Because here more is about the feeling, it is not more about the thinking is there.

(Refer Slide Time: 11:15)

The slide has a blue header bar with the title 'Myers-Briggs Type Indictor (MBTI)'. Below the header, there is a table with four rows, each representing a personality type and its characteristics and associated careers.

Characteristics and Careers Frequently Associated with each Myers-Briggs Type	
<b>ESTP (Extraversion/Sensing/Thinking/Perceiving)</b> Emotionally stable, content, thick skinned, decisive, adjusts easily, likes crowds, outgoing, disorganized, messy, risk taker, fearless, enjoys sports, likes to lead, good presenter <b>Favored Careers:</b> CEO, Pilot, Spy, Bar Owner <b>Disfavored Careers:</b> Novelist, Librarian, Florist	<b>INTJ (Introversion/Intuition/Thinking/Judging)</b> Loner, detached, values solitude, socially uncomfortable, unhappy, analytical, critical, suspicious, orderly, prepared, clean, punctual, perfectionistic, rarely shows anger <b>Favored Careers:</b> Engineer, Neurosurgeon <b>Disfavored Careers:</b> Performer, Ad Executive
<b>INFP (Introversion/Intuition/Feeling/Perceiving)</b> Idealist, daydreamer, smart, creative, impulsive, moody, disorganized, prone to lateness, private, attracted to sad things, prone to regret, submissive, easily discouraged <b>Favored Careers:</b> Cartoonist, Writer, Activist <b>Disfavored Careers:</b> Executive, Administrator	<b>ENTP (Extraversion/Intuition/Thinking/Perceiving)</b> Thrill seeker, rule breaker, risk taker, adventurous, life of a party, outgoing, adaptable, not easily offended, emotional stable, dominant, improviser, carefree <b>Favored Careers:</b> Homemaker, Librarian <b>Disfavored Careers:</b> Performer, CEO

So, if the thinking is there then there will be the different options will be there. Now the another type of the personality typologies, frequently associated with each. So, here is ESTP and ENTP. So, whenever we are talking about the extroversion, sensing, thinking and perceiving and when we are connecting it with the extroversion, intuition, thinking and perceiving is there. That is the ENTP is there.

While here it is the ESTP. So, as soon as you change sensing with the intuition, you will find the jobs are changing. So, if you are having the sensing the favored careers are CEO, pilot, spy, bar owner and like this. Disfavored careers are novelist, librarian and florist. While in case of the ENTP. Here what are your changes, your change only intuition and you see totally professional change is there.

That is a homemaker, librarian, these different types of the professions are there. So, similarly INTJ and INFP introversion, intuition, thinking and judging and introversion, intuition, feeling and the perceiving is there. So, in case of this engineers and neurosurgeon are concerned then the INTJ is there. In case of the INFP is there then the cartoonist, writer, activist, creative.

So, therefore because they are introvert and intuition, whenever they are introvert and intuition you will find that is the jobs which have been changing that is of the more creativity is there. Here they are creative and impulsive. Dear friends the every personality is having the different personality typology and accordingly the jobs are to be taken. Now this is the another example that is the INTP introversion, intuition, thinking and perceiving.

**(Refer Slide Time: 13:28)**

Myers-Briggs Type Indictor (MBTI)	
Characteristics and Careers Frequently Associated with each Myers-Briggs Type	
<b>INTP (Introversion/Intuition/Thinking/Perceiving)</b> Likes the esoteric, likes science fiction, skeptical, rule breaker, unemotional, loner, detached, does not think they are weird but others do, fantasy prone, disorganized <b>Favored Careers:</b> Philosopher, Mortician <b>Disfavored Careers:</b> Social Worker, Supervisor	<b>ENFJ (Extraversion/Intuition/Feeling/Judging)</b> Emotional, loving, social, positive, affectionate, image conscious, considerate, easily hurt, religious, neat, perfectionistic, ambitious, hard working, touchy, seductive <b>Favored Careers:</b> Critic, News Anchor, Dancer <b>Disfavored Careers:</b> Scientist, Truck Driver
<b>ENFP (Extraversion/Intuition/Feeling/Perceiving)</b> Outgoing, social, disorganized, easily talked into doing silly things, pleasure seeking, irresponsible, thrill seeker, unconventional, impulsive, prone to losing things <b>Favored Careers:</b> Actor, Artist, Filmmaker <b>Disfavored Careers:</b> Analyst, Banker, Engineer	<b>ENTJ (Extraversion/Intuition/Thinking/Judging)</b> Decisive, adventurous, fearless, engaged, self centered, image conscious, opinionated, ambitious, hates to be bored, narcissistic, arrogant, driven, critical, orderly <b>Favored Careers:</b> Consultant, Lawyer, Spy <b>Disfavored Careers:</b> Chef, Singer, Artist

And ENTJ extraversion, intuition, thinking and judging is there. So, here introversion and intuition it is there, so like in the previous slide we have seen, but here it is a thinking with perceiving and that is why the job which has been suggested is the philosopher, but not of the social worker and supervisor these are not favored one. While in case of the ENTJ extroversion, intuition, thinking and judging it is the consultant and lawyer.

That have been with the focused and these favored careers are the chef, singer and artist. In case of the ENFJ there is the extraversion, intuition, filling and judging is there and the favor careers are the critic, news, anchor and dancers. While in case of the ENFP it is the actor, artist and the filmmakers are there. Here, so that is the extraversion, intuition, feeling and the perceiving is there.

So, whenever you are talking about the introversion versus extroversion whenever you are talking about the intuition versus sensing whenever you are talking about the thinking versus feeling or perceiving versus judging. As soon as the typology which you change immediately you will find that there is a change of the profession. If you want to be the leader in your profession or before that actually.

If you want to select a profession where you can become the leader then definitely first you to identify that what type of the personality typology do you have and on basis of the type of the personality typology you can select your profession and because that is matching with your personality you will be successful. Common uses for the MBTI are the resolving conflict. Normally what happens when you are having introvert with extrovert and like this shape of the personality typologies which are not matching.

But you know that is what type of this personal typology you will be able to resolve, you will be also able to identify how should I interact with this person and it is a leadership style. The way you will be able to identify the personality you can tune up your leadership style and you can work on that.

**(Refer Slide Time: 16:01)**

The slide has a dark blue header and footer. The main content area is white with a black border. The title 'Common Uses for MBTI Include:' is centered at the top in a bold, black font. Below the title is a bulleted list of 12 items, divided into two columns:

- Resolving conflict
- Leadership style
- Managing Change
- Valuing Diversity
- Considering team and organizational culture
- Problem-solving
- Developing yourself
- Working with teams
- Understanding stress reactions
- Career development
- Working relationships
- Communication style

At the bottom of the slide, there is a navigation bar with icons for back, forward, and search, along with a page number '43'.

Managing the change, valuing the diversity that is what type of the diversities are there, considering the team and the organized culture and the problem solving is there. So, in addition to this what are the common uses you will find that is now many times you might be studying when you already opt for your profession and then you are into certain period of

experience also in that particular profession. But you judge from MBTI that you are of the different type of personality. Can you develop yourself? Yes you can develop yourself, you can develop yourself as per the advisor of MBTI, Myers-Briggs type indicator and then see that is whether this will be more suitable or not.

(Refer Slide Time: 16:48)

**Implications of Preferences and Types**

- Leaders are disproportionately distributed across a handful of types.
- Despite being useful, the MBTI has limitations.
  - Types are not stable over time.
  - There are major development changes in distribution of types with age.
  - The utility of typing systems remains uncertain because the behaviour of two people in the same type may vary as greatly as that of people of different types.
  - Typologies can facilitate the oversimplification of behavior and the rationalization of misbehaviour.

Now these implications of the preferences and types of leaders are disproportionately distributed across a handful of types then despite being useful the MBTI has limitations. Now you see every model is having the limitations; they are having the practical applications and the limitations. We have to see that is what type of the practical models which can be applicable to us and then what are the limitations that we have to avoid.

So, types are not stable over time; this is a very big challenge. So, MBTI is to be examined with every period of time, major development changes in distribution of types with the age. So, typology changes with the age, the utility of typing systems remains uncertain because the behaviour of 2 people in the same type may vary as greatly as data people of different types. So, therefore it is also possible. Why it is possible because of the personality traits. Typologies can facilitate the over simplification of behaviour and the rationalization of the misbehaviour is there.

So, therefore in that case you can also identify that is this particular type of these behaviour or the misbehaviour done by the individual then what type of the typology is there and then according to your leadership style you will be able to manage that misbehavior. Please understand that is do not mismatch the type of personality typology and the leadership style.

If the typology requires a particular style you match with your leadership style, so you will be able to manage the behaviour of the other person.

(Refer Slide Time: 18:26)

The slide has a title 'Type A and B Personality Type' at the top. Below it is a list of bullet points:

- Individual characteristics are vital in the classification of the individuals as either personality type A or B. The theory of personality type is thus based on individual differences and characteristics, as well as behavior as depicted by individuals.
- These can however coagulate to similarities and differences, especially when faced with particular situations.

Image Source : <https://www.simplypsychology.org>TypeATypeBCartoon.jpg?ezimgfmt=rs:382x319/rscb26/ng:webp/ngcb26>

Individual characteristics are vital in the classification of the individual is either personality type A or personality type B. So, therefore in that case here you will find that is one type of the personality on in differences says that is because there is a hill so I got the opportunity to track the hills. But in the case because there is a hill I cannot go to the other side. So, therefore it is the individual differences and characteristics as well as the behaviour as depicted by the individuals are there.

So, for some persons this is an opportunity, for some persons this is a limitation. To similarities and differences especially when faced with the particular situations are there. So, in a given situation the person will take it as an opportunity or will take it as a threat. That will depend on the what of the personality traits and what type of the personality typology one possess.

And therefore in that case the way he is having this personality type A or type B personality and therefore type A personality those who are looking for the opportunities in a given situation. Whenever the type A personality people they face a particular situation, they try to identify the solutions to the problems. And therefore organizations, what organizations want? Organizations want there should be the certain personalities those who will be able or capable to develop these solutions in a given crisis.

(Refer Slide Time: 19:54)

The slide has a dark blue header and footer. The main content area is white with a black border. The title 'Characteristics of Type A Personality' is centered at the top in a bold, black font. Below the title is a bulleted list of five characteristics:

- Competitive
- Angered easily
- Feel Pressure
- Impatient
- Super motivated

In the footer, there are three small icons on the left: a person, a gear, and a document. The number '46' is in the bottom right corner.

So, the A type of personality people they will be the competitive, they will be angered easily that is also a weakness. Feel pressure, impatient and super motivated is there. So, they are very vibrant and active. And therefore in that case you will find that is a type A personalities they are always looking for the opportunities, they want to do, they are vibrant, they are active. But when the situations are they it is not moving as per their choice what happens they get angry very easily and here you will find while in case of the type B live at highest stress level.

They live at very high stress level type A and the time conscious are there given by the need to succeed that is how they are going to be successful in a given situation always. They will not find out the barriers is the blockage and stopping them for going further, no, no. They will overcome across those barriers and they will try to do the certain all these activities, those who will be helpful them to achieve their destination or goal. Often enjoy being in control and being successful this is also very interesting. That is this type of people they often enjoy being controlled by the others.

**(Refer Slide Time: 21:33)**

**Type A behavior is expressed through three major symptoms:**

- **Free-floating hostility:** which can be triggered by even minor incidents.
- **Time urgency and impatience:** which cause irritation and exasperation usually described as being "short-fused"
- **A competitive drive:** which causes stress and an achievement-driven mentality.

The first of these symptoms is believed to be covert and therefore less observable, while other two are more overt.

They feel floating the hostility which can be triggered by even minor incidents are there. So, therefore in that case because they are very sensitive, they are very vibrant. So, even the minor incident is there they will be triggered. Time urgency and impatience are there which cause irritation and then the exasperation usually described as the being the short fused. So, they immediately get the fire up and therefore they get fused.

A competitive drive which causes stress and an achievement driven mentality is there and whenever they are having this type of because they want to move fast, they want to achieve the goal. So, it will cause a stress and because of their achievement driven mentality is there and this intends to be covered and therefore less observable while others 2 are more overt.

So, therefore in that case it is always A type behaviour and that has been observed and when as soon as it is been observed immediately the management or the organization they are the prompt to take the action and while in the case of this the competitive drive is concerned. So, because they are vibrant, so naturally this will take other 2 or it will take less time to get the observed for this particular aspect of their behaviour.

So, as I mentioned about the type A personality they are very vibrant, very active, they want to achieve were getting very fire up very easily while in case of the type B personality they are relaxed and that okay, fine it will be done, no problem and there is no hurry. They are easy going that is what we can do; if this is it is happening. Live at the low stress level and because they are not much worried. So, their stress level is very, very low.

**(Refer Slide Time: 23:38)**

## Characteristics of Type B Personality

- Relaxed
- Reflective
- Easy Going
- Tend to work steadily
- Live at lower stress levels
- Not highly competitive
- Enjoy achievement but will not stress over a loss
- Often find enjoyment mediating or in the arts
- Often Creative

48

Enjoy achievement but will not stress over a loss. So, therefore if the achievement is that they will enjoy. But if they do not have the achievement they fail; they will not have much stress over it and the often creative that is then they are very good artists and because they are very creative. They are reflective tend to work steadily, slow and steady wins the race. Not highly competitive, there is no desire for that. Often find enjoyment mediating or in the arts are there and then mediating. So, therefore in that case they like to do the meditation or getting the involved into the arts and therefore this type of the behaviour will be there for this type of the B personality is there.

**(Refer Slide Time: 24:31)**

## John Holland's Theory

- According to John Holland's theory, most people are one of six personality types.
  1. Realistic
  2. Investigative
  3. Artistic
  4. Social
  5. Enterprising
  6. Conventional

Image Source: [https://letstalkscience.ca/sites/default/files/styles/x\\_large/public/2020-10/Holland\\_hexagon\\_with\\_text\\_0.png?itok=UJ8MQijO](https://letstalkscience.ca/sites/default/files/styles/x_large/public/2020-10/Holland_hexagon_with_text_0.png?itok=UJ8MQijO)

49

Now on basis of the type A, type B personalities the John Holland's has given one theory and Holland's theory I always like this particular session by saying that is a personality job it makes you the successful. I would like to share my example that is I was into the industry

after 10 years of industry, last 25 years I am into the academics and I am enjoying the academics and that is here I find that Holland's theory.

The first time I came across this theory in 1995 almost 26 years back and I also try to develop a manual on this personality of job fit. So, this is what type of according to Holland realistic, investigative, artistic, social, enterprising and conventional there is there. So, therefore this is the Ryzek model is there that is the realistic people are there practical hands on, tangible work is there.

Investigate you are there, they are research oriented basically. So, therefore that is a personality type and then if you are having that personality type you can match with that particular personality and can work according to your nature of personality you do the job. Artistic is there, expressive, creative and visual are there. Then the HR specialization that is a social, that is a helping is there, friendly is there. Empathetic is there. So, enterprising are there. So, they have influential, leader, energetic and social equally is there.

(Refer Slide Time: 26:02)

### REALISTIC Type of Personality

- Enjoys working with animals, tools, or machines
- Generally avoids social activities such as teaching, healing, and informing others
- Is skilful when working with tools, mechanical or electrical drawings, machines, or plants and animals
- Values practical things you can see, touch, and use, such as plants and animals, tools, equipment, or machines
- Sees self as practical, mechanical, and realistic.

Image Source: <https://twitter.com/123test/status/995016096402026496/photo/1>

So, right from the conventional, realistic, investigative, autistic, social and enterprising. So, therefore you will find that is this realistic type of personality and matching with the job that will lead you to the big success. So, realistic type of personality enjoys working with the animals, tools or the machines are there. Realistic type of personalities generally avoid the social activities such as teaching, healing and informing others is skillful when working with tools, mechanical or electrical drawings, machines or the plants and the animals are there.

The value practical things you can see touch and use such as plants and animals, tools, equipments and machines; they are busy with all these issues are there.

(Refer Slide Time: 26:44)

**INVESTIGATIVE Personality**

- Enjoys studying and solving math or science problems
- Generally avoids leading, selling, or persuading people
- Is good at understanding and solving science and math problems
- Values science
- Sees self as precise, scientific, and intellectual

Image Source: [https://lh3.googleusercontent.com/proxy/n0dheLjAzP1Ye9M8r4s8NF88G04j5alyNS-jA13oWTjRNt7tauwZgmdndFzmyse9-82KSqlq78d3EST5nGgoPbjY6jU2H3hv6\\_yicHdVxyixntTdLh7b](https://lh3.googleusercontent.com/proxy/n0dheLjAzP1Ye9M8r4s8NF88G04j5alyNS-jA13oWTjRNt7tauwZgmdndFzmyse9-82KSqlq78d3EST5nGgoPbjY6jU2H3hv6_yicHdVxyixntTdLh7b)

The investigative type of personality enjoying the studying and solving maths or science problems, research oriented as a scientist generally avoids leading, selling or the persuading people. So, they are not much about the social activities. Is good at the understanding and solving the science and mess problem. They value the science and seen as a precise scientific and intellectual is there.

(Refer Slide Time: 27:07)

**ARTISTIC Personality**

- Enjoys creative activities such as art, drama, crafts, dance, music, or creative writing
- Generally avoids highly ordered or repetitive activities
- Has good artistic abilities in creative writing, drama, crafts, music, or art
- Values creative arts such as drama, music, art, or the works of creative writers
- Sees self as expressive, original, and independent

Image Source: <https://www.yourfreecareertest.com/artist/>

The artistic type of personality is there and enjoys creative activities such as art, drama, craft, dance, music or creative writing is there. Generally avoids highly ordered or repetitive activities. Has good artistic abilities in creative writing, drama, this type of the arts they are

giving the more time and interest to this type of the professions. So, such as and see self as express you original and the independent is there.

(Refer Slide Time: 27:42)

### SOCIAL Personality

- Enjoys doing things to help people such as teaching, nursing, giving first aid, or providing information
- Generally avoids using machines, tools, or animals to achieve a goal
- Is good at teaching, counselling, nursing, or giving information
- Values helping people and solving social problems
- Sees self as helpful, friendly, and trustworthy

Image Source: <https://www.psychologistworld.com/images/articles/a/575x360-v-as-63266090.jpg>

53

Social personality is there, enjoying doing things to help people such as teaching, nursing, giving first aid or providing information. Generally avoids using machines, tools, animals to achieve a goal. Is good at teaching counseling, nursing or giving the information is there. See the social personality values helping people and solving the social problems are there and here they are very helpful friendly and trustworthy type of relationship is there.

(Refer Slide Time: 28:03)

### ENTERPRISING Personality

- Enjoys leading and persuading people, and selling products and ideas
- Generally avoids activities that require careful observation and scientific, analytical thinking
- Is good at leading people and selling things or ideas
- Values success in politics, leadership, or business
- Sees self as energetic, ambitious, and sociable

Image Source: <https://www.pinterest.com/pin/24418022953732913/>

54

The enterprising personality is there which is pursuing people and selling products and ideas. Generally avoids activities that require careful observation and scientific analytical thinking. Is good at leading people and the selling things are ideas is there.

(Refer Slide Time: 28:19)

**CONVENTIONAL Personality**

- Enjoys working with numbers, records, or machines in a set, orderly way
- Generally avoids ambiguous, unstructured activities
- Is good at working with written records and numbers in a systematic, orderly way
- Values success in business
- Sees self as orderly, and good at following a set plan

Image Source: <https://www.quill.com/content/index/resource-center/office-furniture-tips-ideas/faq/which-holds-more-vertical-or-lateral-file-cabinets/>

The conventional type of personality the last is enjoying working with the numbers, records, machines and therefore here they are good in the written records and numbers and values of success in business and sees self is orderly and good at the a set of plan is there. So, whenever we are talking about this personality job fit theory or the Holland's model.

(Refer Slide Time: 28:49)

**Summary of John Holland's Theory**

- In our culture, most persons are one of six personality types: realistic, investigative, artistic, social, enterprising, and conventional.
- People of the same personality tend to flock together, and when people of the same personality type work together, they create an environment that fits their type.
- People who choose to work in an environment similar to their personality type are more likely to be successful and satisfied with their jobs.

Image Source: <https://www.jobpersonality.co.uk/dynamic/media/17/images/what%20type%20am%20i.jpg>

And this talking about the doer, the thinker, the creator the helper the persuader and the organizer is there and the accordingly the people can choose to work in an environment similar to their personality and to be more successful and satisfied with their jobs.

(Refer Slide Time: 29:04)

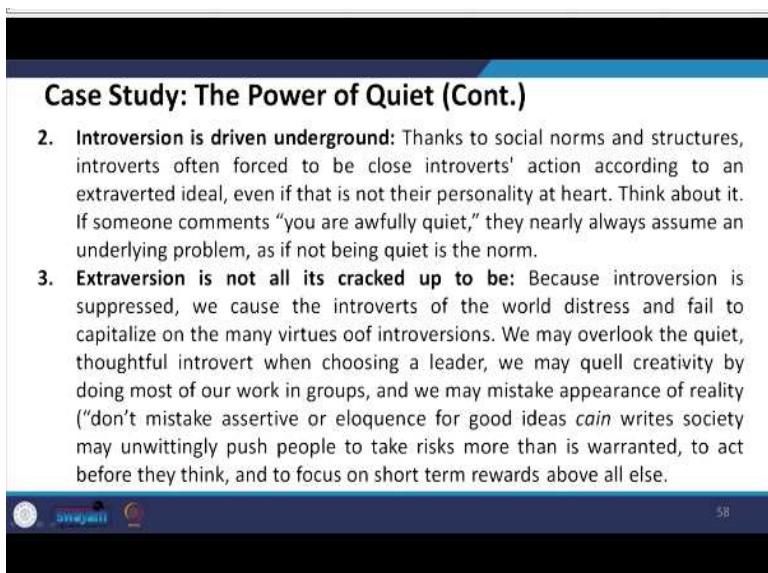
## Case Study: The Power of Quiet

- If someone labeled you an “introvert” how would it make you feel?
- Judging from research on social desirability, most of us would prefer to be labeled extroverts. Normal distributions being what they are, however, half the world is more introverted than average. Susan Cain, in her bestselling book quiet makes three arguments.
  1. **We see ourselves as extraverts:** Introversions is generally seen as undesirable, partly because extraverts like being in charge and are more apt to shape environment to fit their wishes. “Many of the most important institutions of contemporary life are designed for those who enjoy group projects and high levels of stimulation.”



This is the case study; the power of the quiet and introvert person is there and therefore how an introvert person that character is the Susan Cain, her in bestselling book quiet makes the three arguments. We see ourselves as the extroverts normally we do that.

(Refer Slide Time: 29:23)



We have the introversion is driven underground that is how is intervention we do not want to express much about these things. Extraversion is not all it is cracked up to be and because the introversion is suppressed because the introverts of the world distress and fail to capitalize on the many virtues are there.

(Refer Slide Time: 29:44)

**Case Study: The Power of Quiet (Cont.)**

- Cain is not anti-extrovert. She simply thinks we should encourage people to be who they truly are, and that means valuing extroversions and introversions. She concludes, "The next time you see a person with a compound face and soft voice, remember that inside her mind she might be solving an equation, composing a sonnet, designing a hat. She might, that is, be deploying the power of quiet."

**Questions:**

1. Do you agree with Cain's arguments? Why or Why not?
2. Would you prefer to be more introverted, or more extraverted, than you are? Why?
3. Would you classify yourself as introverted or extraverted? How would people who know you describe you?

59

Cain is not anti-extrovert. She simply thinks we should encourage people to be who they truly are and the means valuing extroversions and introversion. She concludes, the next time you see a person with a compound face and soft wise, remember that inside her mind she might be solving an equation, composing a sonnet, designing a hat. She might that is, deploying the power of quiet. So, do you agree with this there is a introvert person? Would you like to be more introverted, would you classify yourself as introvert or not?

(Refer Slide Time: 30:19)

**Research Paper**  
Journal of Management Development  
Vol. 25 No. 8 2006  
pp. 777-794  
© Emerald Group Publishing Limited  
0822-1711  
DOI 10.1108/02621710610684229

**Purpose:**

- The aim of this study is to investigate the relationship between personality and transformational leadership from particular aspects: Are certain personalities more transformational than others? Are appraisals of subordinates similar to leaders' own concerning their transformational leadership behaviour? Do some personalities appraise themselves more positively than others? The purpose is to discover the different views about personality's impact on the behaviour of leaders as well as to gain some new insights into how this information could be used.

Received May 2005  
Revised September 2005  
Accepted September 2005  
Tina M. Hautala  
Department of Management, University of Vaasa, Vaasa, Finland

60

This is the suggested reading that is the relationship between the personality and transformational leadership.

(Refer Slide Time: 30:27)

### **Design/methodology/approach:**

- The approach taken was quantitative analyses of 439 leaders and 380 subordinates. Research limitations/implications – Even if sample size is relatively extensive, it represents mainly middle-level leaders. More data would be needed to gain the overall picture of this topic in all leadership levels.

### **Findings**

- Results indicated that the relationship between personality and transformational leadership exists. Subordinates' and leaders' ratings did not converge. According to leaders' self-ratings, the extraverted, intuitive and perceiving preferences favour transformational leadership. On the contrary, subordinates' ratings indicated that leaders with sensing preference are associated with transformational leadership.

This research paper will definitely help you. The findings will let you know that is the how the leaders they read their subordinates.

**(Refer Slide Time: 30:37)**

### **Implications**

- The results of this study could be used in leadership training and development. The patterns evident in the results of this study, when using MBTI, can especially be applied as a basis for further discussions on transformational leadership.
- For example, basing on subordinates' appraisals, private introverts and logical thinking leaders could concentrate more on rewarding, theoretical intuitive leaders on visioning, modelling and rewarding and organized judging leaders on challenging. Also, the mutual understanding of different personalities would enhance the interaction and communication at organizations.
- Thus, the personality-based training for leaders would be helpful in finding the strengths and development areas in persons' leadership style.

And then how the role of personality which impact at the workplace.

**(Refer Slide Time: 30:44)**

**BOOK RECOMMENDATION**

### Psychological Types

**Publisher:** Routledge  
**1st edition (26 September 2016)**

**Authors:** Carl Gustav Jung

**Language:** English

**Paperback:** 568 Pages

**ISBN:** 1138687421

**ISBN13:** 978-1138687424

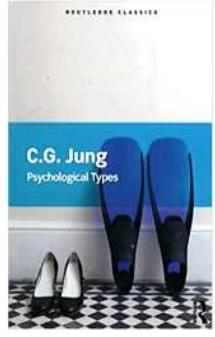


Image Source: <https://www.amazon.in/Leaders-Myth-Reality-Stanley-McChrystal/dp/0525534377>

This is the book but the psychological types and by the CG Jung.

(Refer Slide Time: 30:52)

**BOOK RECOMMENDATION**

- Psychological Types is one of Jung's most important and famous works. First published in English by Routledge in the early 1920s it appeared after Jung's so-called fallow period, during which he published little, and it is perhaps the first significant book to appear after his own confrontation with the unconscious.
- It is the book that introduced the world to the terms 'extravert' and 'introvert'. Though very much associated with the unconscious, in Psychological Types Jung shows himself to be a supreme theorist of the conscious. In putting forward his system of psychological types Jung provides a means for understanding ourselves and the world around us: our different patterns of behaviour, our relationships, marriage, national and international conflict, organizational functioning.

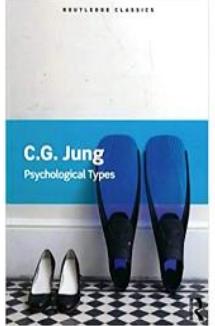


Image Source: <https://www.amazon.in/Leaders-Myth-Reality-Stanley-McChrystal/dp/0525534377>

(Refer Slide Time: 30:54)

**References**

1. Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (2015). Leadership: Enhancing the Lessons of Experience (8th ed.). McGraw Hill.
2. Northouse, P. G. (2019). Leadership Theory and Practice (8th ed.). Sage Publications, Inc.
3. Robbins, S. P., Judge, T. A., & Vohra, N. (2019). Organizational Behavior (18th ed.). Pearson Education Inc.

- <https://www.slideserve.com/liona/type-a-b-personalities-perceived-control>
- <https://www.cliffsnotes.com/study-guides/psychology/psychology/personality/trait-and-type-perspectives>
- [https://en.wikipedia.org/wiki/Personality\\_type](https://en.wikipedia.org/wiki/Personality_type)

And this another book which has been referred as I mentioned you Stephen P. Robbins which has been the part of your organizational behaviour and there you will find at the end of the chapter the exercise has been given which you can solve and identify what type of the personality typology do you have. So, this is all about the personality topology and the leadership, thank you.

**Leadership and Team Effectiveness**  
**Prof. Santosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology – Roorkee**

**Lecture – 16**  
**Intelligence and Leadership**

So, whenever we are talking about these personality, personality traits in an individual, the, another important question comes in mind is what is about the intelligence and leadership. So, naturally, the personality plays an important role. And, according to the personality and personality traits, the leader can have the effective leadership also. He can create the team also and the team effectiveness also.

Now, here in the intelligence and creativity, whenever we are talking about the individual, first question arises, what is the intelligence? And, when we decide about the intelligence, then this intelligence will be taking care of.

**(Refer Slide Time: 00:56)**

### Contents

- Define Intelligence
- Sternberg's Triarchic Theory of Intelligence
- Divergent and Convergent Thinking
- Creativity Killers
- Cognitive Resource Theory
- Case Study
- Research Paper
- Book Recommendation
- References

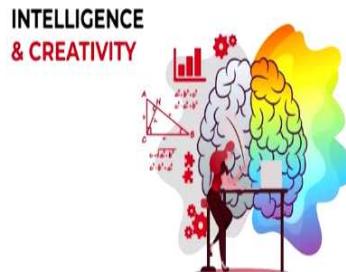


Image Source: <https://smartboost.com/blog/creativity-and-intelligence/>



68

That is the different theories like this Sternberg's triarchic theory of intelligence, divergent and convergent thinking. So, people, there are so many perceptions are there about this divergent and convergent thinking that who will be the more creative who will be the more successful. Creativity killers are there. Cognitive resource theory and as result the case study research papers and the book recommendation will be there.

So, making this simple complicated is the common place. The, making the complicated simple awesomely simple that is the creativity is there.

**(Refer Slide Time: 01:39)**

Making the simple complicated is commonplace; making the complicated simple, awesomely simple, that's creativity.

Charles Mingus,  
jazz bassist and composer



69

So, therefore, in that case, it becomes a very interesting. It is the whatever you simply complicated is the common place is there. But, they did complicated simple place or that are simply simple making this and that is a creativity. So, whether we are able to make that particular simple that creative place. So, that depends on the creativity of the individual. So, for that creativity, first, we have to understand the intelligence.

So, intelligence is a person's all-around effectiveness in activities directed by the thought intelligently by thought. So, therefore, this is the, whatever the activities are directed by the thought of by the any individual, it is the, and then, what is its effectiveness.

**(Refer Slide Time: 02:26)**

## What is Intelligence?

- Intelligence is a person's all around effectiveness in activities directed by thought. Intelligent leaders:
  - Are faster learners.
  - Make better assumptions, deductions, and inferences.
  - Are better at creating a compelling vision and strategizing to make their vision a reality.
  - Can develop better solutions to problems.
  - Can see more of the primary and secondary implications of their decisions.
  - Are quicker on their feet than leaders who are less intelligent.
  - Intelligence is relatively difficult to change because of heredity but can be modified with education and experience.

So, in intelligent leaders, they are the faster learners are there. We have seen in the personality also. Type A personality, Type B personality, and in Type A personality, they are the solution finder. And, they are the more creative. So, because they are the faster learners are there. And, they make better assumptions. The deductions and the inferences are there. So, what are the assumptions are to be made?

That will be decided by these intelligent people. And, they better in creating a compelling vision and strategizing to make their vision a reality. So, therefore, it is compelling the vision is there. That is how they are able to create that particular vision. They can develop the better solutions to the problems. And therefore, in that case, the creative persons always they are the solution provider, can see more of the primary and secondary implications of their decisions.

And, they are able to visualize. That is why the leaders are very creative because they are able to visualize the implication of their decisions, are quicker on their field than leaders who are less intelligent are there. And, intelligence is relatively difficult to change because of the heredity. But, can be modified with the education and experience is there. So, earlier, it was told it is the IQ cannot be changed.

But, now, the theories have come which talk about that is the, with the education and experience, you can change your intelligence also. Your IQ score also. So, Robert Sternberg in year 1993 in 1977 defined intelligence as the mental abilities necessary for adoption to as well as shaping and selection of any environmental context is there.

**(Refer Slide Time: 04:15)**

## Define Intelligence?

Author Name	Year	Definition
Robert Sternberg	1977	"Defined Intelligence as "the mental abilities necessary for adaptation to, as well as shaping and selection of, any environmental context."
H. Gardner	1993	"An intelligence is the ability to solve problems, or to create products, that are valued within one or more cultural settings."
F. N. Freeman	2000	"Sensory capacity, capacity for perceptual recognition, quickness, range or flexibility or association, facility and imagination, span of attention, quickness or alertness in response."

71

So, this is the individual's mental ability is there. And, we have seen that is that is the environment response to the environment in personality traits. Those who are fast in response to the environment adoptability so that adoption to therefore they will be able to shaping selection of any environmental context is there. And, H. Gardner, in 1993, an intelligence is the ability to solve problems, to create products that are valued within one or more cultural settings are there.

And, F N Freeman, in 2000, sensory capacity, capacity for perceptual recognition, quickness, range or flexibility or association, then the facility and imagination, span of attention, quickness or alertness in response is there. So, when we see the sequence of definitions from 1977 to 2000 and there that know, so, what we have observed is that is it is a capacity of an individual who is very fast quick in the observations, who is the flexible and who is adoptable. So, and we can see that is the intelligence is not a fixed quantity.

**(Refer Slide Time: 05:36)**

## Intelligence is not a fixed quantity

- Intelligence is relatively difficult to change. Like personality, it is also an unseen quality and can be inferred only by observing behavior.
- Intelligence is not a fixed quantity. Although heredity plays a role, intelligence can be modified through education and experience.

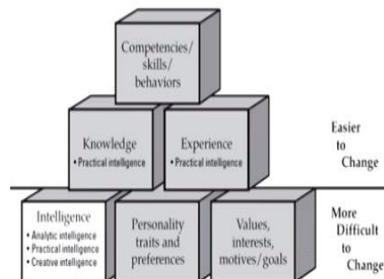


Image Source: (Hughes, Ginnett, & Curphy, 2015)

72

So, is relatively difficult to change. Like personality, it is also an unseen quality and can be inferred only by observing the behavior is there. So, intelligence, personality traits preferences and values then these are the more difficult to change. While the knowledge experience and competencies and skills they are easier to change is there. So, it is not a fixed quantity although heredity plays a role.

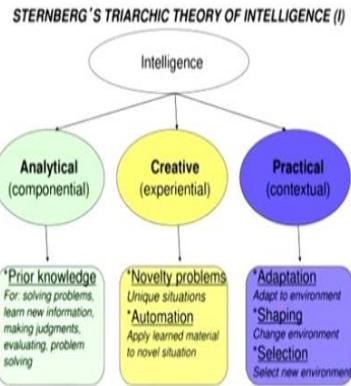
Intelligence can be modified through education and experience is there. So, however, it is the your the basic the personality trait will be in about intelligence. That is a analytic, practical and creative is there. Now, but, whatever the score is there or whatever the level of the intelligence is there that is core or the intelligence of the level of the intelligence that by the practical knowledge.

We provide the particular knowledge and the experience. Then, definitely, in that case, that level of the intelligence of the individual in that that will enhance. So, it is not like this. That is the, if you are having a particular intelligence as a heredity and then it will not be changing. Then, competencies are there. Skill behaviors are there. And, on the basis of the competencies and skills behavior and intelligence that can be changed.

**(Refer Slide Time: 07:02)**

## Sternberg's Triarchic Theory of Intelligence

Sternberg proposed his theory in 1985 as an alternative to the idea of the general intelligence factor. He believes that the ability to function effectively in the real world is an important indicator of intelligence. Sternberg broke his theory down into the following three sub theories.



Source: <https://www.quora.com/What-are-the-elements-of-triarchic-theory-of-intelligence>

Now, Sternberg's triarchic theory of intelligence is there. That is the analytical creative and practical is there. So, in case of the analytical componential, it is a prior knowledge for solving the problems, learn new information, making judgment, evaluating, problem solving. And therefore, that is the intelligence is required with the analytical skills are there. Creative is required. Novelty problems unique situations and automation is there.

While the practical contextual is there, so, in that case of that, adaptation, shaping and the selection is there. So, here we will find that is the whenever we are talking about the this Sternberg's triarchic theory of intelligence is in 1985 he has proposed this idea. And, he believes that the ability to function effectively in the real world is an important indicator of intelligence.

Sternberg broke his theory down into the following these 3 sub theories are there. And, on basis of that, prior knowledge, novelty problems and adaptation, shaping and selection that is the practical is there. He has proposed this particular theory. So, from here, we can understand that is by making the components of the all these 3, analytical, creative and practical, we will be able to convert our intelligence level to a next level.

That is towards the higher level is there. And, for this purpose, what is required is that is the, we have to outline the various mechanisms that result in the intelligence.

**(Refer Slide Time: 08:33)**

## **Componential subtheory:**

- The componential theory outlines the various mechanisms that result in intelligence. According to Sternberg, this subtheory is comprised of three kinds of mental processes or components:
- **Metacomponents** enable us to monitor, control, and evaluate our mental processing, so that we can make decisions, solve problems, and create plans.
- **Performance components** are what enable us to take action on the plans and decisions arrived at by the metacomponents.
- **Knowledge-acquisition components** enable us to learn new information that will help us carry out our plans.

According to Sternberg, this sub theory is comprised of 3 kinds of mental processes or components are there. First is the metacomponents, so, Sternberg has further studied on these particular parameters. And then, he has found that is the, there are the mental processes are based on the 3 types of these components. First component is the metacomponent. Metacomponents enable us to monitor control and evaluate our mental processing so that we can make decisions, solve problems, and the create plans are there.

So, therefore, in that case, the metacomponent is for the control and evaluate, monitor, control and evaluate. Performance component to take action on the plans and decisions arrived at by the metacomponents is there. So, whatever the metacomponent has evaluated our mental processing on the basis of that mental processing that the plans and decisions are arrived at by the metacomponents.

It is a performance component is there because we are working on that. And then, that is why it is a performance is there. Knowledge acquisition component enable us to learn new information that will help us to carry out our plans are there. So, therefore, in metacomponents, normally, what we are doing? We are making the evaluations. And then, evaluations on the basis of the performance and performance on the basis of the knowledge creation.

**(Refer Slide Time: 10:00)**

## Contextual subtheory

- The contextual subtheory says that intelligence is intertwined with the individual's environment. This subtheory is comprised of three kinds of components:
- **ADAPTATION** – Occurs when one makes a change within oneself in order to better adjust to one's surroundings.
- **SHAPING** – Occurring when one's changes their environment to better suit one's needs.
- **SELECTION** – Replace the previous, unsatisfying undertaken when a completely new alternate environment is found to meet individual's goals.

The contextual sub theory says that intelligence is intertwined with the individual's environment. So far, what we have discussed in the last 3 to 3 sessions. So, that is the in the personality interaction with the environment. Environment means that situation or culture, surrounding cultures, surrounding these, the practices which you are observing, situation, then how you are able to react to that.

This theory is comprised of 3 kinds of the components. That is adaptation, shaping and selection is there. In the case of the adaptation, when one makes a change within oneself in order to better adjust to one surrounding is there. So, therefore, when he wants to make the ones surrounding, then accordingly it will be the adaptation will be there. And, the shaping is when once changes their environment to better suit one's needs is there.

And therefore, what happens that whatever environment is there you are shape you are adjusting with that environment and that is called the shaping is there. Selection is unsatisfying undertaken when a completely new alternate environment is found to meet individuals goals are there. So, therefore, in that case, you are selecting the, this suitable environment that suitable culture is there.

That the, further, the exponential sub theory has talked about there is a continuum of experience from novel to automation. So, whatever there is a new thing is there to convert it into the automation that intelligence can be applied. It is at the extremes of this continuum that intelligence is the best demonstrated. So, how it is to be done? Novel to automation has been done at the novel end of this spectrum.

(Refer Slide Time: 11:45)

### **Experiential subtheory:**

- The experiential subtheory proposes that there is a continuum of experience from **novel to automation** to which intelligence can be applied. It's at the extremes of this continuum that intelligence is best demonstrated.
- **At the novel end of the spectrum**, an individual is confronted with an unfamiliar task or situation and must come up with a way to deal with it.
- **At the automation end of the spectrum**, one has become familiar with a given task or situation and can now handle it with minimal thought.

And, individuals confronted with an unfamiliar task or situation and must come up with a way to deal with it. So, experience with the experience what happens that is the, sometimes yes it is the just whatever the environment you come across you are able to adjust. Sometimes, you have when you come across the unfamiliar task, then you have to deal with it. At the automation end of the spectrum, one has become familiar with a given task or situation and can now handle it with the minimal thought.

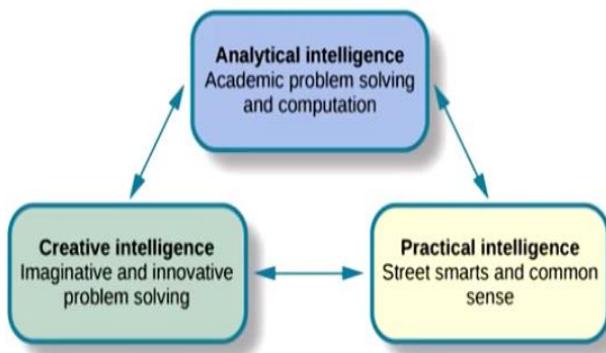
So, therefore, in the beginning, that is novel to automation is that is in the beginning it was totally new that new environment was given. And, the person, what he does. He is with that unfamiliar task or situation. He interacts and deal with it. And, when he deals with it, he becomes familiar. That is whenever this type of situation occurs, then I have to take this type of decisions or I have to take this type of the steps.

When you are taking those type of the steps or the decisions, then definitely in that case you are able to make you on towards your automation. The kinds of intelligence are the analytical intelligence, creative intelligence and practical intelligence is there.

(Refer Slide Time: 13:02)

## Kinds of Intelligence

Each subtheory reflects a particular kind of intelligence or ability:



Source:- <https://courses.lumenlearning.com/suny-fmcc-intropsych/chapter/what-are-intelligence-and-creativity/>

So, each sub theory reflects a particular kind of intelligence or ability is there. Academic problem solving and computation; creative intelligence, imaginative and innovative problem solving; and, the practical intelligence is about the street smarts and the common sense is there. So, therefore, in that case, whenever we are talking about the, which intelligence will work? So, all type of the intelligence are required at the workplace.

You should be the good analytical also. You should be the creative also. And, you should be street smart also. So, there, then again, it, we have to consider here the personality. And, according to the personality, you can decide about that is how you are matching and what type of the intelligence would you like to use. For example, if there is a data and information then you will naturally you will like to create that analytical intelligence will be more useful will be there.

But, if you are coming across a situation which you have never dealt with and that problem has to be solved. So, that is a creative intelligence will be used. And, whenever it is the just you have to negotiate, talk and you find out that is why, exactly, what is the reason. And then, on basis of that you can go for the common sense also. So, it will be depending upon the individual. That is either he can use all the 3 intelligence at the workplace.

Or, he can use the intelligence be one by one. The practical intelligence Sternberg called one's ability to successfully interact with the everyday world practical intelligence.

**(Refer Slide Time: 14:30)**

## Kinds of Intelligence

- **Practical intelligence:** Sternberg called one's ability to successfully interact with the everyday world practical intelligence. Practical intelligence is related to the **contextual subtheory**. Practically intelligent people are especially adept at behaving in successful ways in their external environment.
- **Creative intelligence:** The **experiential subtheory** is related to creative intelligence, which is one's ability to use existing knowledge to create new ways to handle new problems or cope in new situations.
- **Analytical intelligence:** The **componential subtheory** is related to analytical intelligence, which is essentially academic intelligence. Analytical intelligence is used to solve problems and is the kind of intelligence that is measured by a standard IQ test

And, practical intelligence is related to the contextual sub theory. Practically, intelligent people are especially adapt at behaving in successful ways in their external environment. So, creative intelligence experiential sub theory is related to the creative intelligence which is one's ability to use existing knowledge to create new ways to handle new problems or cope in the new situation is there.

So, therefore, in that case, this creative intelligence is which is based on the experiential theory which is creating the more towards the use of the existing knowledge whatever the knowledge person is having but with the help of that knowledge. Now, here I would also like to mention. That is a knowledge level, knowledge km1 km2 km3 km4 km5. So, you are increasing that knowledge in management level.

So, when you are increasing the knowledge management level, you are identifying the new ways to handle the new problems. Analytical intelligence is the componential sub theories related to the analytical intelligence which is essentially academic intelligence. And therefore, in their case, like, we see in the PhDs and the research programs. That is the students are taught. That is how to make the analysis.

And, that is increasing the academic intelligence. So, analytical intelligence is used to solve problems and is the kind of intelligence that is measured by a standard IQ test is there. On the basis of this standard IQ test and we have seen that is this analytical intelligence based on the standard IQ test which we can enhance with the our knowledge and experience.

**(Refer Slide Time: 16:04)**

## **Implications of the Triarchic Theory of Intelligence**

- Leadership effectiveness or emergence is positively correlated with analytic intelligence.
- Sometimes, personality is much more predictive of leadership emergence and effectiveness than analytic intelligence.
- Leader's primary role is to build an environment where others can be creative.
- The Triarchic theory of intelligence focuses on what a leader does when solving complex mental problems.
- Emphasizes how 3 types of abilities work together to create intelligent behavior.

So, the implication of the triarchic theory of intelligence is leadership effectiveness or emergence is positively correlated with the analytic intelligence is there. And therefore, if you are having the high analytical intelligence, high will be the leadership effectiveness. That is the result. Because it is positively related with the analytic intelligence is there. So, therefore, what is required? We have to increase the analytic intelligence.

When we are increasing the analytic intelligence, our leadership effectiveness will also increase. Sometimes, personality is much more predictive of leadership emergence and effectiveness than analytic intelligence is there. So, therefore, in that case, it is not there just because of that whatever the is there this analytic intelligence is there. But it is much more that is the leadership effectiveness which is making the, you more successful.

Leaders primary role is to build an environment where others can be creative. The triarchic theory of intelligence focuses on what a leader does when solving complex mental problems. Emphasizes how 3 types of abilities work together to create intelligent behavior. And therefore, what is important is this. That is this all 3 triarchic intelligence of the triarchic theory that has to be emerged as a positively and emergence, a positively for the effective leadership is there.

Now, in that case, when you are having that effective leadership then you end up using the intelligence.

**(Refer Slide Time: 17:33)**

## Divergent Thinking

- Divergent thinking is defined as producing a diverse assortment of appropriate responses to an open-ended question or task in which the product is not completely determined by the information.
- So, divergent thinking concentrates on generating a large number of alternative responses including original, unexpected, or unusual ideas. Thus, divergent thinking is associated with creativity.

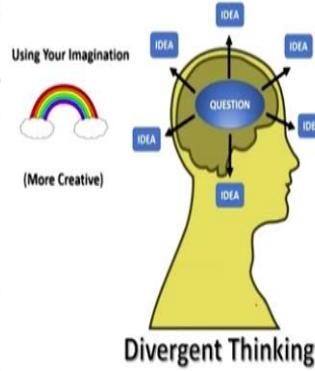


Image Source: <https://thinkwellcenter.edublogs.org/files/2019/08/Divergent-Thinking-Person-1024x615.jpg>

Then, definitely, you, it is your thought process. In the thought process, the most important point is the divergent thinking. And, the divergent thinking is defined as the producing a diverse assortment of the appropriate responses to an open ended question or task in which the product is not completely determined by the information. So, there, here, it is not that is the, already you are knowing the answer.

And therefore, in that case, what is required is that is the open ended questions or task is important. And, it is not completely just by the information you will be able to solve the problem. So, using your imagination is becoming more and more creative. So, divergent thinking concentrates on generating a large number of alternative responses including the original, unexpected or unusual ideas are there.

Thus, divergent thinking is associated with the creativity is there. Now, here, in this diagram also, you can see that whatever the situation is there like a question. Question is been given situation is there. Now, there are the, how many ideas do you generate? You generate 1 2 3 4 5 6 or so many. And, who will be able to generate the maximum ideas? So, it is expected those who are having the knowledge and those who are having the experience and those who are having the competency.

So, they will be able to create. That is the more ideas. So, as next to the divergent thinking is the convergent thinking.

**(Refer Slide Time: 19:14)**

## Convergent Thinking

- Convergent thinking involves finding only the single correct answer, conventional to a well-defined problem. Many facts or ideas are examined while convergent thinking for their logical validity or in which a set of rules is followed.
- Convergent thinking focuses on reaching a problem solution through the recognition and expression of preestablished criteria. Standard intelligence tests are similarly believed to measure convergent thinking.

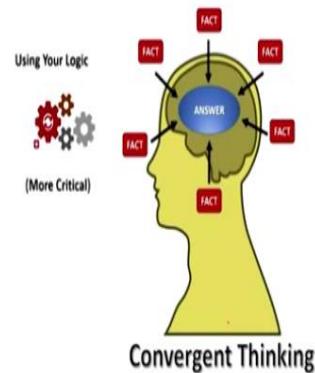


Image Source: <https://thinkwellcenter.edublogs.org/files/2019/08/Convergent-Thinking-Person-1024x615.jpg>

Convergent thinking involves finding only the single correct answer. So, therefore, it is conventional to a well-defined problem. Many facts or ideas are examined while convergent thinking for their logical validity or in which a set of rules is followed. And here, it is the facts. Facts will be considered and the convergent thinking will be there. And here, in the convergent thinking, so many facts are there. So, you, what you are doing?

You are using more critical or you are using more logic. Well, in the case of divergent thinking, you were using more innovative ideas and more innovations are there. So, here in the convergent thinking that was in divergent thinking more ideas were created. In the convergent thinking, more facts are concerned. And therefore, you are using the logic here, reaching a problem solution through the recognition and expression of the pre-established criteria.

And, the standard intelligence tests are similarly believed to measure the convergent thinking are there. And here, we always, it has been found that is at the workplace you may require sometimes to have the divergent thinking or the convergent thinking is there. But, standard intelligence is to be developed. As an standard intelligent test are similarly believed to measure the convergent thinking is there.

And therefore, in that case, as a, as per the environment, you have to decide about, what are the divergent thinking or convergent thinking? What will work?

**(Refer Slide Time: 20:39)**

## Creativity Killers

The following is a list of things leaders can do if they wish to stifle the creativity of their followers.

- **Take away all discretion and autonomy:** People like to have some sense of control over their work. Micromanaging staff will help to either create yea-sayers or cause people to mentally disengage from work.
- **Create fragmented work schedules:** Repeated interruptions or scheduling "novel solution generation time" in 15-minute increments around other meetings will disrupt people's ability to be innovative.
- **Provide insufficient resources:** People need proper data, equipment, and money to be creative. Cut these off, and watch creativity go down the tubes.

The creativity killers, the following is a list of things leaders can do if they wish to stifle the creativity of their followers. Take away all discretion and autonomy. So, that will create that will kill the creativity of your followers. So, please never do that. But, if you want to do the to kill the creativity, do this. That is the people like to have some sense of control over their work naturally.

What happens know when you are at the workplace, you develop an autonomy. You develop an ownership. So, micromanaging staff will help to either create the yea-sayers or cause people to mentally disengage from the work. So, so therefore, in that case, it is the, that if you do not want to be them creative take away their discretion and autonomy. Create fragmented work schedules.

So, repeated interruptions or scheduling. So, novel solution generation time in 15 minutes increments around other meetings we will disrupt people's ability to be innovative is there. So, you will not allow for even for them think the continuously for the 15 minutes on 1 issue. Provide insufficient resources. And then, whatever the man, machine, material, money, method, minute is the required, then do not provide them the sufficient resources.

And, they cut these off and watch creativity go down the tubes is there. And therefore, in that case, now, what is the warning is? Do not be creative killer. If you want to be really a leader, then give them the discretion and autonomy, give them the, a proper work schedule. And then, accordingly, you will find that is the, they will be able to perform. Focus on short term goals.

**(Refer Slide Time: 22:18)**

## Creativity Killers (Cont.)

- **Focus on short-term goals:** People can be creative and funny if given enough time, but focusing on only short-term outcomes will dampen creativity.
- **Create tight timelines and rigid processes:** The tighter the deadlines and less flexible the processes, the more chance that innovation will be reduced.
- **Discourage collaboration and coordination:** The best ideas often come from teams having members with different work experiences and functional backgrounds. By discouraging cross-functional collaboration, leaders can help guarantee that team members will offer up only tried-and-true solutions to problems.

These also creativity killer, people can be creative and funny if given enough time. But, focusing on only short term outcomes will dampen creativity is there. So, therefore, if you are allowing them to create the short term goals only, then definitely their creativity is going to be killed. Then, they create the tight timeline and the rigid processes. So, therefore, you are not given them the enough time. There is no flexible time.

So, the tighter the deadlines and the less flexible the processes the more chance that innovation will be reduced. And therefore, in that case, you will find that is the, whatever, whenever we are talking about this the development of the ideas innovative ideas, then definitely what is required is that is the you have to create them the, these the solutions to the give them the time so that they can think of.

Now, discourage collaboration and coordination, the best ideas often come from teams having members with different work experiences and functional backgrounds. By discouraging cross-functional collaboration, leaders can help guarantee that team members will offer up only tried and true solutions to problems is there. So, therefore, in that case, you, what you are doing.

That is you are not, you are discouraging the collaboration and coordination. And, as you are discouraging the collaboration and coordination, the team effectiveness will be decreasing.

**(Refer Slide Time: 23:46)**

## Improving Organizational Creativity

- Leaders should be mindful that:
  - Various sort of incentives or rewards can have various effects on creativity.
  - Synthetic abilities can be hindered if ideas will be evaluated.
  - In order to develop new products and services, the level of turnover should be low, and goals should be clear.
  - Leaders need to provide enough room for creativity to flourish, but enough direction for effort to be focused as well.
  - **Creeping elegance** which refers to the tendency of a design project or product cycle to accumulate more and more features or details, rather than to be completed and released at a more basic level. Also fails to meet customer needs. It should be avoided.

So, improving the organizational creativity, the, how we can increase the organizational creativity. So, various sort of incentives or rewards can have various effects on the creativity. And, the synthetic abilities can be hindered if ideas will be evaluated. So, here, these the what sort of the rewards which we are looking for then that will give about that the incentives and rewards are more you are encouragingly encouraging them.

That is then definitely at workplace they will try to solve the more problems and be more creative. Synthetic abilities can be hindered if ideas will be evaluated. So, therefore, in that case, if it is always better that is the, we have to encourage the synthetic abilities. And, we should not evaluate their ideas. Then, what to do? Develop the new products and services. The level of turnover should be low. And, goals should be clear very clear.

And then, our organizational creativity will increase employees turnover should be low. Now, leaders need to provide enough room for creativity to flourish but enough direction for effort to be focused as well. Now, you see it is the balance is required. So, on one side, that is you have to give them the enough room for the creativity. And, on other side, that is you have to give the proper directions.

Creeping elegance is refers to the tendency of a design project or product cycle to accumulate more and more features or details are there. So, here, it is a more basic level, fails to meet the customer needs. It should be avoided. So, therefore, in that case, it becomes important. That is the, we are encouraging for the more organizational creativity. This cognitive resource

theory that is talks about the intelligence and stress is reinvention of the Fiedler contingency theory. And, concepts was given by the Fred Fiedler and the Joe Garcia in 1987.

(Refer Slide Time: 25:35)

## Cognitive Resources Theory: Intelligence and Stress

- The Cognitive resource theory is a reinvention of Fiedler contingency theory and concept was given by Fred Fiedler and Joe Garcia in 1987.
- Cognitive Resources Theory is a conceptual scheme for explaining how leader behavior changes under stress levels to impact group performance.
- This theory relates to a leader's intelligence and experience with his/her reaction to stressful situations. Like in a more stressful situation one can react without thinking logically. It clears how a leader's intelligence and experience influence the way he/she may react to stress.
- Cognitive Resource Theory consists of several key concepts; i.e. intelligence, stress, experience, and task-knowledge.

We have talked about the Fiedler's theory. We have talked about the leader member relationship task and the positioning power. This theory is further extended one. So, cognitive resources theory is a conceptual scheme for explaining how leader behavior changes under stress level to impact the group performance is there. So, here, that whenever we are talking about the leader behavior change, naturally in the given stress level.

That is the, it is having the group perform impact on the group performance. So, this theory relates to the leader's intelligence and experience with his or her reaction to the stressful situation. So, leader in a given situation, that is how he will be behaving and then, so, that is this theory will be helping him to handle this stressful situation without thinking logically. It clears how a leaders intelligence and experience influences the way may react to stress.

So, cognitive resource theory consists of several key concepts, intelligence, stress, experience and the task knowledge is there. And, when we are considering this all these factors and especially in the given stress then we are giving him more time because normally what happens in a given time in the stress the leader is very spontaneous. And then, he is not having the enough time to use his intelligence. So, theory is based on the following assumptions.

The success of a leader depends on certain factors unlike intelligence, experience and other cognitive means.

(Refer Slide Time: 27:02)

## Cognitive Resources Theory: Intelligence and Stress

Theory is based on the following assumptions:

- The success of a leader depends on certain factors like Intelligence, experience, and other cognitive means.
- Leadership success is not based on cognitive capabilities only.
- Stress affects decision-making ability.

Theory predictions include:

- Greater experience but lower intelligence may account for higher-performing groups in high stress conditions.
- High levels of experience may account for usage of old solutions when creative solutions are more apt.

Leadership success is not based on cognitive capabilities only. And, the stress affects the decision making ability is there. So, therefore, these are the assumptions are made. And, if this is the assumption because the not all leaders may be the all leaders may not having the stress. But, yes, some of them may be having these stress and they respond to the stress. They are so fast.

So, that as a result of which they are not using the proper approach. The theory predictions include the greater experience but lower intelligence may account for the higher performing groups in higher stress conditions are there. High level of experience may account for usage of the old solutions when creative solutions are more apt. So, therefore, in that case, this is very interesting point and I am sure very relevant for the practical field also.

It is high level of experience may account for usage of the old solutions. So, therefore, in that case, always, whenever we say I am used to do this. This is an example. So, then, it is the, that is account for usage of the old solutions. When creative solutions are more apt is there. And therefore, in that case, the people they will go for there the old solutions. Cognitive research theory talks about predict whether a certain type of person will be able to lead in a stressful situation or not.

(Refer Slide Time: 28:21)

## **Characteristics of Cognitive Resources Theory**

- The theory helps predict whether a certain type of person will be able to lead in a stressful situation.
- The theory helps the placement of persons in leadership positions by suggesting that people be tested for intelligence and the ability to manage stress in addition to assessing leadership qualities.
- It differentiates the abilities of a skilled labour from an experienced labour and indicates how they are useful.
- The Cognitive Resource Theory helps in understanding the role of intellectual abilities and organizational performances in solving tasks.

A wonderful contribution that is the, if the stress level is there and then in a given stress how the person will behave. And, the theory helps the placement of persons in leadership positions by suggesting that people be tested for intelligence and the ability to manage stress in addition to assessing leadership qualities are there. So, whenever we are talking about the assessment of the leadership qualities then definitely we will be having the positions and the ability to manage.

Then, here, these particular types of the theories they are practically helping the person. That is the, in a given situation, what how he can use his, the potential. Now, if it differentiates the abilities of a skilled labor from an experienced labor and indicates how they are useful. And, one side that is the old knowledge is there. Other side, there is no experience but the solution providers are there.

So, cognitive resource theory helps in understanding the role of intellectual abilities and organizational performance in solving task is there. So, whatever the role of the intellectual abilities, are there, then they will be able to command and the organizational performance are there. So, there, where high opportunities more opportunities are there to use the intellectual abilities.

However, in a current situation, when there is a high level of the stress it will may be very difficult to get the time to solve this particular intelligent problem and to use the intelligence. So, limitations of this cognitive resource theory is that does not talk about those leaders who have both a good IQ and a good work experience also.

**(Refer Slide Time: 30:08)**

## **Intelligence and Stress: Cognitive Resources Theory**

### **Limitations of CRT:**

- Cognitive resource theory does not talk about those leaders who have both, a good IQ and a good work experience.
- Intelligence is not defined. There are many types and degrees of intelligence and the Cognitive Resource Theory doesn't account for them.

### **Leadership implications of CRT:**

- The best leaders are often smart and experienced.
- Leaders may be unaware of the degree to which they are causing stress in their followers.
- The level of stress inherent in the position needs to be understood before selection of leaders.

Because they are talking about that is a, in a given stress, when there will be the high stress the old solutions will be applicable because of the experience. But, there that is required. That is how we can you make the use of the IQ in a, for the, with the work with the high level of the work experience also. Intelligence is not defined. There are many types and degrees of the intelligence and the cognitive resource theory does not account for them.

And therefore, here, that what exactly the intelligence means that authors have not described. Leadership implication of CRT, the cognitive resource theory is the best leaders are often smart and experienced. Leaders may be unaware of the degree to which they are causing the stress in their followers. The level of stress inherent in the position need to be understood before selection of the leaders, are there.

So, definitely, this theory will help us in a different ways. On the one side, it will be helping us to make the aware about to sensitize. That is that we should know the stress level of the followers. And, on the other side, it also help us to understand. That is the, how our old experience that we can use for solving the problem. For the past 100 plus years, the western hemisphere, this is the case study.

**(Refer Slide Time: 31:32)**

## **Case Study: Innovation in emerging economy**

- For the past 100-plus years the Western Hemisphere has been the center of innovation and creativity. Many of the modern conveniences to which we have become accustomed were invented in the United States or Europe. But will the West remain the center of innovation?
- This is an important question: studies show that future job and economic growth will come from information-or knowledge-based work rather than manufacturing-based work. North America may lead the world in research spending, but globalization and information technology are helping other parts of the world to catch up.
- The emerging economies of Brazil, Russia, India, and China (BRIC) are graduating millions of scientists and engineers each year, and their economies are becoming robust enough to generate strong domestic bases for new products.

Innovation in the emerging economy is there. That is the, whenever we are talking about these Brazil, Russia, India and China, then scientists and engineers each year.

**(Refer Slide Time: 31:42)**

## **Case Study (Cont.)**

- Clever ideas can be found anywhere, and technology is helping to make these ideas into products. The expanding middle class of the BRIC countries is giving more people the income needed to purchase new products. With the number of scientists and engineers graduating from the BRIC countries and their rapidly expanding economies, it may only be a matter of time before the West is no longer the center of innovation.

## **Questions**

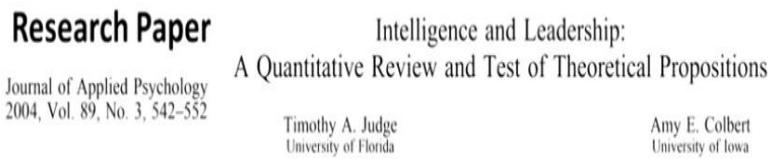
- Does analytical and creative intelligence of individual play dominant role in make of center of innovation?
- What do you think are the implications of these trends for leaders in the West or the BRIC countries?

Then, how, there, these ideas can be generated and the technology can be help to make these ideas into the products are there. So, this is about the BRICs. The expanding middle class of the BRIC countries is giving more people the income needed to purchase new products. So, with the number of scientists and engineers graduating from the BRIC countries and their rapidly expanding economies, it may only be a matter of time before the west is no longer the center of innovation.

Does analytical and creative intelligence of individual play dominant role in the make of the centre of innovation? What do you think are the implications of these trends for the leaders in

the west or the BRIC countries are there. So, therefore, whether the, this stress management will be helpful or then it will be done.

**(Refer Slide Time: 32:26)**



Copyright 2004 by the American Psychological Association  
0021-9010/04/\$12.00 DOI: 10.1037/0021-9010.89.3.542

Remus Ilies  
University of Florida

### Purpose

- The purpose of this study was to provide a quantitative review of the intelligence-leadership literature that (a) distinguishes between different measures of leadership outcomes, including perceptual measures of leader emergence and effectiveness and objective measures of leadership effectiveness; (b) distinguishes perceptual from paper-and-pencil measures of intelligence; and (c) tests propositions from two relevant leadership theories: implicit leadership theory and cognitive resource theory.

These are the research papers which you can refer for the further studies.

**(Refer Slide Time: 32:32)**

### Design and Methodology

- Meta-analysis was used to aggregate results from studies examining the relationship between intelligence and leadership. One hundred fifty-one independent samples in 96 sources met the criteria for inclusion in the meta-analysis.

### Findings

- Intelligence correlated equally well with objective and perceptual measures of leadership. Additionally, the leader's stress level and the leader's directiveness moderated the intelligence-leadership relationship. Overall, results suggest that the relationship between intelligence and leadership is considerably lower than previously thought. The results also provide meta-analytic support for both implicit leadership theory and cognitive resource theory.

## Implications

- Authors found that several traits had stronger correlations with leadership than intelligence and that, overall, the Big Five had a multiple correlation of .48 with leadership. It is true that these validities are higher than those for cognitive ability, suggesting that selecting leaders on the basis of personality appears to be relatively more important. However, though the overall relationship between intelligence and leadership may be modest, in selecting individuals, even moderate validities can have substantial practical implications.
- Moreover, on the basis of cognitive resource theory, it is more important to select or place intelligent individuals in leadership positions when the stress level is low, and the leader has the ability to be directive. In such cases, the validity of intelligence may be substantial.

And, their findings that will be useful and these the paper which has been given it is based on the CRT of the CRT theory. And, the research on CRT, that is the cognitive resource theory that helps to develop the intelligence.

(Refer Slide Time: 32:46)

### BOOK RECOMMENDATION

#### Intelligent Leadership: What You Need to Know to Unlock Your Full Potential

Publisher: Amacom; edition (16 May 2018)

Authors: John Mattone

Language: ENGLISH

Paperback: 256 Pages

ISBN: 0814439373

ISBN-13 : 978-0814439371

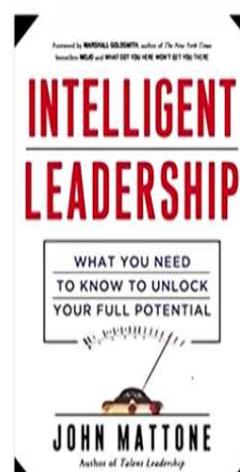


Image Source: [https://images-na.ssl-images-amazon.com/images/I/516mJ08GcGL.\\_SX331\\_BO1,204,203,200.jpg](https://images-na.ssl-images-amazon.com/images/I/516mJ08GcGL._SX331_BO1,204,203,200.jpg)

These are the books which I suggest you can refer more and that is intelligent leadership what you need to know.

(Refer Slide Time: 32:54)

## BOOK RECOMMENDATION

Leadership coach and author John Mattone has years of experience working with high-achieving professionals facing the enormous challenges that come with achieving and sustaining breakthrough operating results as a leader in today's business environment. Mattone recognizes the immense need for a roadmap to developing and mastering the executive maturity necessary for today's leaders. Intelligent Leadership helps readers calibrate their abilities so they can simultaneously focus on their strengths and--equally important--address their weaknesses. The goal is to improve key tactical competencies (such as critical and strategic thinking, decision-making, talent and team leadership, and communication) and integrate them with often ignored or under-utilized inner traits like values, character, and beliefs in order to achieve their leadership potential.

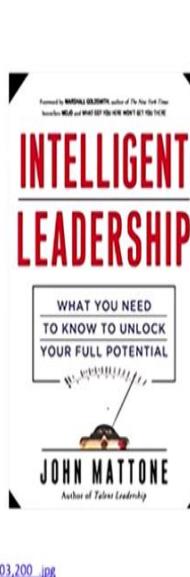


Image Source: [https://images-na.ssl-images-amazon.com/images/I/516mI08GcGl\\_SX331\\_BO1,204,203,200\\_.jpg](https://images-na.ssl-images-amazon.com/images/I/516mI08GcGl_SX331_BO1,204,203,200_.jpg)

Unlock your full potential. That is a book recommendation.

(Refer Slide Time: 32:56)

## References

- Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (2015). *Leadership: Enhancing the Lessons of Experience* (8th Edition). McGraw Hill.
- H. Gardner. *Frames of Mind: Theory of multiple intelligences*. Fontana Press, 1993.
- "Something New under the Sun," *The Economist*, October 13, 2007, pp. 3–4.
- T. M. Amabile and M. Khaire, "Creativity and the Role of the Leader," *Harvard Business Review*, October 2008, pp. 100–10; T. M. Amabile and J. Zhou, in S. F. Dingfelder, "Creativity on the Clock," *Monitor on Psychology*, November 2003, pp. 56–58.
- R. J. Sternberg, editor. *Handbook of Intelligence*. Cambridge University Press, 2000.
- Razumnikova, O. M. (2013). Divergent Versus Convergent Thinking. *Encyclopedia of Creativity, Invention, Innovation and Entrepreneurship*, 546–552. doi:10.1007/978-1-4614-3858-8\_362
- <https://www.slideshare.net/AkonorOwusuLarbi/cognitive-resource-theory-ppt>

And, these are the references for the detailed studies which you can refer for the further enhancing your knowledge. So, this is all about the intelligence and the leadership which we can develop at the workplace, thank you.

**Leadership and Team Effectiveness**  
**Prof. Santosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology – Roorkee**

**Lecture – 17**  
**Emotional Intelligence and Leadership**

In the last sessions, we have talked about the personality of these individuals and on basis of these personalities, we have talked about the so many attributes of personality also and when we talk about the cognitive component that is the emotional component of the leader, then definitely, in that case, the question arises that is, how much emotional a leader should be, whether he should be emotional or not, that is itself is a question.

And this particular session will talk about all these issues and what should be the emotional the status of the leader.

**(Refer Slide Time: 01:06)**

**Contents**

- Affect, Emotions and Moods
- Affective Event Theory
- Definition of Emotional Intelligence
- Ability Model
- Mixed Model
- Implications of Emotional Intelligence
- Research Paper
- Case Study
- Book Recommendation
- References

image source: <https://assetseverotesources.com/volumes/ATIAS/0.5-NOTES/01-Emotional-Intelligence/01-01-Emotional-01.pdf>

So, we will talk about the effect, emotions and moods, affective event theory and definition of emotional intelligence, ability model, mixed model, implications of the emotional intelligence, and as usual, the research paper, case study and book recommendations, and references will be there.

**(Refer Slide Time: 01:21)**

What really matters for success, character, happiness and lifelong achievements is a definite set of emotional skills – your EQ – not just purely cognitive abilities that are measured by conventional IQ tests.

Daniel Goleman,  
EQ researcher



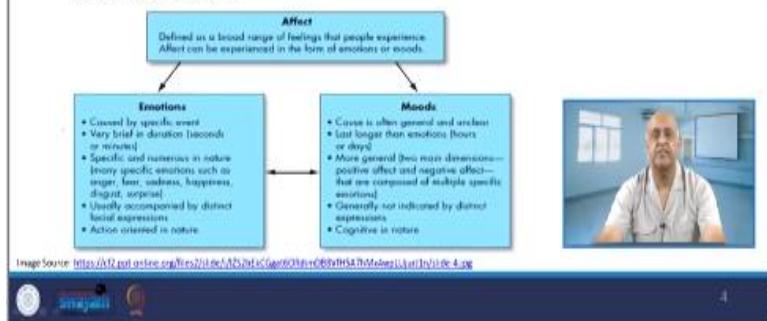
So, whenever we are talking about the emotions, so, Daniel Goldman's contribution is highly recognized and accepted in the academia and here is a quote was given by Daniel Goleman, it is the what really matters for success, character, happiness and lifelong achievements is a definite set of emotional skills. So, therefore, whenever we are talking about these successes or characters or happiness, then it becomes very, very important, that is we are talking about the how of your emotional status do we help.

Now, your EQ, emotional quotient, not just purely cognitive abilities that are measured by conventional IQ tests is there. So, earlier, we were talking about the IQ, and intelligent quotients, then we talk about the EQ. Definitely, I will also speak later in further sessions about the SQs, and spiritual quotient also. So, whenever we are talking about the success of a leader, the success of a leader depends on the IQ, EQ and SQ. On basis of these IQ, EQ, and SQ, we talk about the affect, emotions, and moods.

**(Refer Slide Time: 02:34)**

## Affect, Emotions and Moods

- **Affect:** A broad range of feelings that people experience
- **Emotions:** Intense feeling that are directed at someone or something
- **Moods:** Feelings that tend to be less intense than emotions and that lacks a contextual stimulus



So, affect is a broad range of feeling that people experience. So, therefore, in that case, these are the feelings that are normally the people experience, and these feelings, actually, here I would also like to connect these feelings with the behavior. So, because the feelings that create the attitude and that attitude converts into the behavior. The emotions are an intense feeling that are directed at someone of something is there.

And therefore, these are the emotions we are having the intense feeling. And what is the moods? Feelings that tend to be less intense, than emotions and that lack a contextual stimulus is there. So, therefore, in that case, whenever we are talking about the effect, so, it is defined in the form of the emotions and moods are there that can be experienced in the form of emotions and mood these feelings.

These feelings are concerned with the emotions and moods that are there. Normally, emotions are caused by a specific event, and very brief in duration or the seconds or the minutes are there. So, therefore, that has to be very brief in on duration, specific and numerous in nature, for example, the many specific emotions such as anger, fear, sadness, happiness, disgust, and surprise is there and these will be decided about that is what sort of these emotions we are having.

**(Refer Slide Time: 04:08)**

**Basic Emotions**

- There are dozens, including anger, contempt, enthusiasm, envy, fear, frustration, disappointment, embarrassment, disgust, happiness, hate, hope, jealousy, joy, love, pride, surprise, and sadness.
- Numerous researchers have tried to limit them to a fundamental set. Many researchers agree on six essentially universal emotions—anger, fear, sadness, happiness, disgust, and surprise.

Image source: <https://www.wikihow.com/an-overview-of-the-types-of-emotions> (18.03)

Whenever we are talking about the basic emotions, so, there are dozens including anger, contempt, and enthusiasm, and we fear frustration, disappointment, embarrassment, disgust, happiness, hate, hope, jealousy, joy, love, pride, surprise, and sadness is there. So, therefore, these are the certain emotions that have been given the examples are there.

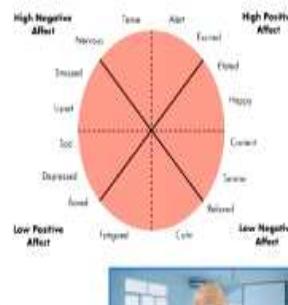
And as we see that is that these basic emotions whenever we are having this part of these personality of the leader, then we have to understand what type of emotions a leader has to demonstrate. So, numerous researchers have tried to limit them to a fundamental set and many researchers agree on 6 essential universal emotions that is the anger, fear, sadness, happiness, disgust and surprise is there.

So, therefore, in that case, like the MBTI Myers-Briggs Type Indicator, we have seen that there were the 16,000 personalities, but ultimately, we have converted into the 16 types of the personality typology. Similarly, there will be the hundreds of the emotions will be there, but basically all these emotions, which have been classified in the umbrella of the 6 colors.

**(Refer Slide Time: 05:36)**

## Basic Moods: Positive and Negative Affect

- **Positive affect:** A mood dimension that consists of specific positive emotions such as excitement, self-assurance, and cheerfulness at the high end and boredom, sluggishness, and tiredness at the low end.
- **Negative affect:** A mood dimension that consists of emotions such as nervousness, stress, and anxiety at the high end and relaxation, tranquillity, and poise at the low end.



Image/Source: <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC2860948/>

And when we are talking about the basic modes that is the positive and the negative affect is there and that is called the PANA, positive affect and negative affect is there. Whenever we are talking about the positive affect, a mood dimension that consists of the specific positive emotions, such as excitement, self-assurance, and cheerfulness at the high end and boredom, sluggishness, and tiredness at the low end.

So, here it is becoming very, very important that is whenever we are having this type of this excitement is there, so, this specific positive happening is there and whenever there is a positive happening, then we are going by this positive affect is there. So, there can be a low positive factor and always we can talk about the high positive affect is there. So, these are the examples are given in the diagram.

In the negative affect, a mood dimension that consists of emotions such as nervousness, stress and anxiety at the high end and the relaxation, tranquility, and poise at the low end is there. So, therefore, in that case, it becomes very, very important that is the; when we are having the low negative affect of our emotions and the high negative affect is there. So, the high negative affect, which we are having in the emotions and moods that is creating whether how the person that will take the decisions also.

So, it is affecting the decision-making process also. So, what are the sources of emotions are there?

**(Refer Slide Time: 07:18)**

## Sources of Emotions

- Personality
- Age
- Weather
- Stress
- Exercise
- Sleep
- Gender
- Social Activities
- Day of the Week and Time of the Day
- **Felt emotions:** An individual's actual emotions.
- **Displayed emotions:** Emotions that are organizationally required and considered appropriate in a given job



Sources of emotions are the personality, age, weather, stress, and exercise is there and whenever we are talking about these dimensions, some of them are the demographic dimensions are there and the other side is these are the like for example, the sleep. So, when you must show realize that when you had a sound sleep. So, when you had a sound sleep, then definitely your mood and emotions, they are having the positive affect, but when you are asleep is disturbed, so, the next day you will find it, your mood is also disturbed.

So, in the case of this again it depends on sources of emotions on the gender also. So, a lot of studies have been done that is the in a given situation on the emotional the; what will be the response emotionally and that will be decided on the basis of the gender also. So, gender also affects the emotions. Then the social activities are there, how much you are involved in social activities. So, higher the environment in the social activities, the higher is the positive affect.

Lower is the environment in the social activities, then the negative effect is there. And then, therefore, then, in that case, the sources of your emotions so, for example, you are having a pleasant gathering, social gathering, then in the social activity, then definitely you will have the positive emotions are there. Suppose, unfortunately, we are participating in acting into this negative social activity of any sorrow or in case of death and all, so, naturally our emotions will be also affected by this surrounding social environment.

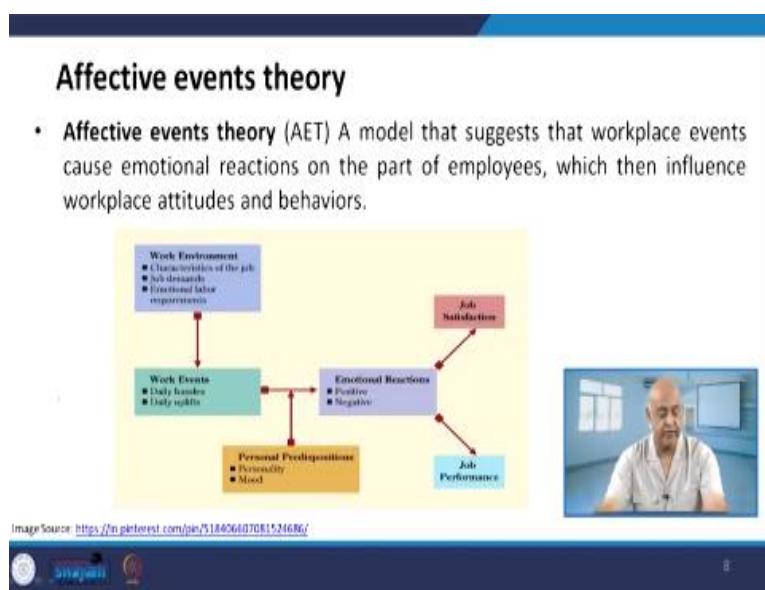
It also depends on the day of the weekend, time of the day is there. So, therefore, many people, have a very positive emotion in the morning and those who are having the negative emotions that is the in the evening as simple as a student, you can also find out that is the

when you are the best in learning studies. So, many students you see that is they study late at night; some students study early morning. So, therefore, they find that is yes, this time of the day that is also affecting their emotions and moods, and whenever they are having these positive emotions and moods that is affecting their emotions.

So felt emotions are an individual's actual emotions, which are the person is having the felt and the displayed emotions are the emotions that are organizationally required and considered appropriate in a given job is there. So, therefore, in the case of this whenever we are talking about for example, social activities, so, in social activity, when we display the emotions, we display the emotions as per the norms of the society, the desire of the society is there.

And therefore, in that case, it is very, very important that is we are having these displays of emotions. That is, they are organizationally required at a workplace also. At the workplace also like emotional expression with the boss and the emotional expression in any organizational meeting or gathering is concerned and then it has to be with the appropriate expression of emotions, display of emotions appropriately with the job is concerned.

**(Refer Slide Time: 11:11)**



So, here is the affective events theory which talks about a model that suggests that workplace events cause emotional reactions on the part of employees, which is an influence workplace attitude and behaviors are concerned and therefore, in that case, whenever we are talking, these dimensions are very, very important that is the at the workplace, how you are having the affect of the work environment your emotions are; employees emotions are concerned.

So, here that particular characteristics of the job, so, we are talking about the personality job fit model PJ model of Holland's personality job fit model and there, we are talking about the job contribution, job satisfaction will be more when the characteristics of the job is matching with the individual's personal effectiveness. So, therefore, if the person is having these personality job fit, then job satisfaction will be very high.

So, these characteristics of the jobs that it is the always that has to be matched with the personality, personal dispositions are there and then you find that is the employees are deeply involved in their jobs, so that employee engagement, employee commitment, employee loyalty, why is with some employees and not with the others? The reason is that is the personality of the integers and the characteristics of the job.

Whenever we are having the matching of these the personality of the individuals with the characteristics of the job, then there will be the higher job satisfaction. So, job satisfaction will be higher. So, second is the job demands. So, how the job demands are there? Job demands by the superior, job demands by the environment, job demands by the particular social environment, maybe the economic environment, with the technological environment.

So, if somebody is required to be a very high tech-savvy, did the job demand is there and if he is able to fulfill, yes, his emotions are to be positive, but if there is a job demand, which requires high tech savvy simple example is of the Excel sheet. So, if there is a staff and staff know the Excel sheet right and then earlier, he was not knowing, but his personality is too eager to learn.

So, when he is eager to learn and then job demand is there to run the Excel sheet and so, he has learned and exercising the Excel sheet, then definitely there will be the job satisfaction will be there. So, emotional labor requirements are there. Then what are the emotional labor requirements? That is a social demand in the workplace. So, whenever here, I will also like to connect this cognitive dissonance theory.

So, in emotional labor, who is emotional labor? Emotional labor is a person who expresses emotions as per the situation. So, whenever when the boss says that is the this is the decision needs to be taken and in spite of that, that is the you do not find this decision is right but you

express happiness and then you say yes, there is, this is the very right decision you have taken. So, that is the emotional labor is there.

So, I remember that some of the episodes of the just call pretty where the dog dies, boss dogs dies and then the whole office seems to be the boss and then they express very their emotional sadness that is the that is likely something big has been lost. So, that expression, expression emotional, otherwise they were not feeling that it is really a big loss to the boss. So, there, they were expressing those emotions to make the boss happy and not by the heart.

So, if this type of the issue are there, then we will say that is the emotional labor expression is there and when they are, by heart their emotions and then you are expressing the emotions, then that is not the emotional labor, an example of labor expression. So, therefore, if the boss dog has died and then you would use to visit the boss home, and then you were also getting the connection with the dog of the boss and it was recognizing you.

And therefore, if you were having an emotional connection with that pet animal and then something wrong happens, then definitely that is not a case of the emotional labor because, by heart, you were feeling bad about it. Now, the work events are there that is our emotions depends on the daily hassles. For example, a simple example is about the waiting for the boss appointment or the sitting outside of the boss's cabin and then we are looking for the interaction or meeting.

So, therefore, these meeting timings which you find are not very fruitful; daily, there are meetings are there. So, this will be the daily hassles will be there. Daily hassles will be there. So, therefore, in that case, whatever the work events are happening positive, if it is happening positively, then definitely you are having this uplifts are there. Whenever you have been having the negative at the workplace, then definitely you will have the negative emotions.

Now, here the word has been used daily. So, therefore, we are too highly concerned. We are concerned that if every day if you are feeling uncomfortable in the workplace, what will happen? Employee turnover will increase. This is the culture of the organization. He also expressed the culture of the organizations where the employees are not happy. Now, if the things are positive, work environment is positive, and work events are comfortable, then definitely the emotional reaction will be positive.

And whenever there will be a positive emotional reaction, there will be job satisfaction. The higher the job satisfaction, the better will be the performance right. Here the, we will find that is whatever the work events are there and what are emotional reactions are there, it depends on the individual. Why? Because the individual has his own personality and his own moods, ups, and downs of the swings of the moods, he is having.

So, therefore that personal dispositions that are to be considered. So, therefore, in that case, in the emotional reactions that are the job performance is required, he has to be considered. So, here emotional reactions are there, then the positive or negative so, here we will find about the on-job satisfaction and then basis on the job satisfaction, emotional reactions, there will be the job performance is there.

So, in the personal dispositions are concerned, the role of these individual it plays a very, very important role. And naturally, whenever the affective events theory, it talks about that is these workplace events cause emotional reactions on the part of employees because these employees then influence workplace attitudes and behavior is there and this will be the attitude and behavior and therefore, either if it is a positive, job performance will increase, job satisfaction also increases.

So, here you will find that is the yes whenever we are talking about in the workplace environment and the emotions, then definitely here it becomes very, very important according to affective events theory that is the emotions and moods of the employees depends on the work environment, work events and the personality of the employees. Now, there can be a lot of discussions also on this that is the whenever we are talking about this work environment.

So, we have to create a great place. It should not be only a good place to work; a good place to work has been the old understanding while they when we are talking about the great place to work, then here it becomes very, very important that is we are having the HR practices in such a way, or these are practice, yes these are practice.

Therefore, for example, when we are talking about the Goldman Sachs, Apple or Infosys, or Tata Group companies and there, we nowadays we find that is the especially in the servicing sections of these industries that are the employees can take the break, they can have the

eatables easily available to them, they can relax, if they are having the high stress, they can visit to the sports ground or the sports facilities whatever is available there or the recreation facilities which are available in there that office premise says or the effective premises.

So, therefore, in that case, on the basis of these the emotional work environment can be created. And naturally, personality as we talked about earlier that is the depends on the individual is there, but the work events like the celebration, celebration of the birthdays. So, that will be the work event and definitely the step of the events that will be making the more positive, this, the more positive emotions will be raised amongst the employees.

**(Refer Slide Time: 21:53)**

### Definition of Emotional Intelligence

Author	Definition
Peter Salovey and John Mayer	Defined emotional intelligence as a group of mental abilities that help people to recognize their own feelings and those of others.
Reuven Bar	He believed that emotional intelligence was another way of measuring human effectiveness and defined it as a set of 15 abilities necessary to cope with daily situations and get along in the world.



Now, when we talk about emotional intelligence, Peter Salovey and John Mayer have given that is the defined emotional intelligence is a group of mental abilities that help people to recognize their own feelings and those of others. So, therefore, in that case, their own feelings and others feelings will be definitely recognized by these, the self, one should also be able to understand that is what makes this positive mood and emotions and what makes the negative moods and emotions, then he can work on that.

And he believed that emotional intelligence was another way of measuring human effectiveness and define, it as a set of 15 abilities necessary to cope with the daily situations and get along in the world is there.

**(Refer Slide Time: 22:53)**

Definition of Emotional Intelligence	
Author	Definition
Rick Aberman	Defined emotional intelligence as the degree to which thoughts, feelings, and actions were aligned. According to him, leaders are more effective and "in the zone" when their thoughts, feelings, and actions are perfectly aligned.
Daniel Goleman	Success in life is based more on one's self-motivation, persistence in the face of frustration, mood management, ability to adapt, and ability to empathize and get along with others than on one's analytic intelligence or IQ.



And therefore, in that case, you will find that there are different paths, traits, personality traits have been mentioned for control the emotions. Rick Aberman define emotional intelligence is the degree to which the thoughts, feelings and actions were aligned and according to him, leaders are more affective and, in the zone, when their thoughts, feelings and actions are perfectly aligned.

So, therefore, in that case, this emotional intelligence which is required to be the more affective, and always whenever our thoughts, feelings, and actions are aligned at the workplace, then definitely in that case, you will find the employees are more having the positive emotions. Now, Daniel Goleman has given success in life is based more on one self-motivation, persistence in the face of frustration, mood management, ability to adopt and the ability to empathize and get along with others, than on one's analytic intelligence or IQ is there.

So, therefore, this is one's self-motivation is becoming very, very more important. And this again, this self-motivation, it depends on the personality of the individual and the family. The persistence in the face of the frustration, mood management, the ability to adapt, and the ability to empathize and get along with others, this is, it is very, very important in the workplace. Ability to adopt and ability to empathize and get along with others.

So, therefore, in these, nowadays, we did most of these issues are that is because of these, they are not able to get along with others. The team effectiveness is not there. So, therefore, in that case, to get along with others, for the creation of the team, team effectiveness, team

building by the leader, it is important that you are able to manage the moods of that particular employee.

If you are able to manage the moods of the employee, then definitely you will have better team effectiveness.

(Refer Slide Time: 22:53)

## Two Models of Emotional Intelligence

Four major definitions of emotional intelligence can be broken down into two models:

1. The **Ability Model** focuses on how emotions affect the way leaders think, decide, plan, and act.
2. The **Mixed Model** provides a broader and more comprehensive definition than the ability model because it includes more leadership qualities.

Ability Model	Mixed Models	
Mayer, Salovey, and Caruso	Emotional Competencies Model (Daniel Goleman et al.)	Bar-On Emotional- Social Intelligence model



11

There are these 2 dimensions, have been mentioned models of emotional intelligence, and ability model in the mixed model. The ability model focuses on how emotions affect the, well it has thought, decisions, plan, and act. So, therefore, if the leader is in a happy mood, so, he will think, and he will decide and plan and act happily. If he is having that is in the mixed model, the broader and more comprehensive definition, then the ability model because it includes more leadership qualities.

So, therefore, in that case, it becomes the more leadership qualities are becoming very, very important that is the, it always has to be seen that is it includes the ability of that leader, which is making the more interaction and the not only of the one dimensions of the individual, but it is also integrating the other dimensions also. So, in the case of the ability model by Mayer, Salovey, and Caruso, it is the that we talked about that is how emotions like the individual as is happening.

While in the case of the mixed model, so, the emotional competencies model by Daniel Goleman that is becoming like self-awareness, self-regulation, empathy, motivation, and

socialization. So, therefore, these 5 dimensions given by the Daniel Goleman, they are becoming the more mixed models' type.

(Refer Slide Time: 27:08)

### Ability Model of Emotional Intelligence

- Developed by Peter Salovey and John D. Mayer

**Assumptions of Ability Model:**

- Emotional intelligence defined within the confines of the standard criteria for a new intelligence
- Emotions are useful sources of info that help one to make sense of/navigate their social environments
- Individuals vary:
  - In their ability to process information of an emotional nature.
  - In their ability to relate emotional processing to a wider cognition.
  - These abilities manifest in certain adaptive behaviors.



12

In the bar on the emotional-social intelligence, model is there and, in that case, as per the society norms, the behavior will be also a mixed model of the emotional intelligence. And these are developed by Peter Salovey and John D. Mayer, the ability model, assumptions of the ability model are emotional intelligence defined within the confines of the standard criteria for new intelligence.

So, therefore, that is that we will be having a new intelligence is there or useful sources of information to make sense of navigating their social environments and the individuals vary. So, in their of the, but individuals, they will vary in case of their ability to process information of an emotional nature, inability to relate emotional processing to a wider cognition and these abilities manifest in certain adaptive behaviors are there.

(Refer Slide Time: 27:55)

## Ability Model of Emotional Intelligence (EI)

### Four Abilities of Ability Model of EI:

- **Perceiving Emotions** - ability to decipher emotions in faces, pictures, voices, and cultural artifacts.
- **Understanding Emotions** - ability to comprehend emotion language and to appreciate complicated relationships among emotions.
- **Using Emotions** - ability to harness emotions to facilitate various cognitive activities, such as thinking and problem solving
- **Managing Emotions** - ability to regulate emotions in both ourselves and in others



For abilities of the ability model of emotional intelligence is perceiving emotions, understanding emotions, and using emotions. The perceiving emotions are the ability to decipher emotions in faces, pictures, voices, and the cultural artifacts are there. And therefore, in that case, here, it is the ability of these emotions that has to be seen. So, understanding emotions is the ability to comprehend emotional language and to appreciate the complicated relationships among the emotions are there.

So, here, we will find that whenever we are talking about these, the understanding the emotions, then it is becoming to making the appreciate the complicated relationship among emotions. If we are able to make these emotions more and more by understanding each other, then that is better and the using the emotions that are the perceiving the emotions, understanding the emotions, and using the emotions.

When we are about perceiving the emotions that is by what we sense, senses for example that is the face pictures, voices, and cultural artifacts are there; understanding is there that is the emotion language. And therefore, through our senses, many times, we understand the emotions, and using the emotions is the ability to harness emotions is to facilitate various cognitive activities such as thinking and problem-solving.

So, managing emotions are the ability to regulate emotions in both ourselves and in others are there, so emotions management is required.

**(Refer Slide Time: 29:38)**

## Mixed Models of EI: Emotional Competencies

- Developed by Daniel Goleman et al.
- People are born with general emotional intelligence that determines their potential for learning emotional competencies
- These competencies are learned capabilities that must be worked on to achieve outstanding performance

Personal Competence	Social Competence
<ul style="list-style-type: none"><li>• Self Awareness</li><li>• Self Regulation</li><li>• Motivation</li></ul>	<ul style="list-style-type: none"><li>• Empathy</li><li>• Social Skills</li></ul>



And how we understand with the help of the mixed model of emotional intelligence that is emotional competencies, developing the emotional competencies. So, people are born with general emotional intelligence that determines their potential for learning emotional competencies. So, that is about the gender and these competencies are learned capabilities that must be worked on to achieve outstanding performance there.

So, the personal competency for this emotional intelligence, there is self-awareness, self-regulation, motivation, empathy, and social skills are there which I mentioned earlier.

(Refer Slide Time: 30:12)

## Mixed Models of EI: Emotional Competencies

### Personal Competence

#### Self-awareness

- Emotional awareness
- Accurate self-assessment
- Self-confidence

#### Motivation

- Achievement
- Commitment
- Initiative
- Optimism

#### Self-regulation

- Self-control
- Trustworthiness
- Conscientiousness
- Adaptability
- Innovation



So, self-awareness is that is the how I get emotional, accurate self-assessment, and self-confidence; while the motivation is the achievement, commitment, initiative, and optimism is

there. Self-regulation is self-control trustworthiness, conscientiousness, adaptability, and innovations are there.

(Refer Slide Time: 30:30)

### Mixed Models of EI: Emotional Competencies

Personal Competence	
<b>Social skills</b>	<ul style="list-style-type: none"><li>• Conflict management</li><li>• Change catalyst</li><li>• Team capabilities</li><li>• Communication</li></ul>
<b>Self-awareness</b>	<ul style="list-style-type: none"><li>• Understanding others</li><li>• Developing others</li><li>• Service orientation</li><li>• Diversity</li><li>• Political awareness</li></ul>

Image Source: (Hughes, Ginnett, & Curphy, 2015)



And the social skills required for these emotional competencies, how do you manage the conflict, how do you bring the changes, how your team capabilities are there, communication with the others and the leadership qualities with your followers and building bonds and cooperation is there. In self-awareness, it is becoming very, very important that you do not understand only yourself, but you are making the understand the others also. And definitely, in that case, you will be able to develop emotional intelligence.

(Refer Slide Time: 31:00)

### Mixed Models of EI: Bar-On Model of Emotional-Social Intelligence

- Developed by Reuven Bar-On. He was first one to use the term: Emotion Quotient

**Bar-On EI Model: Assumptions**

- Emotional intelligence develops over time.
- Can be improved through training or therapy.
- Emotional intelligence and cognitive intelligence contribute equally to a person's general intelligence, which then indicates one's potential to succeed in life.
- Individuals with higher-than-average EQ's are in general more successful in meeting environmental demands and pressures
- Deficiency in EQ can mean a lack of success and emotional problems

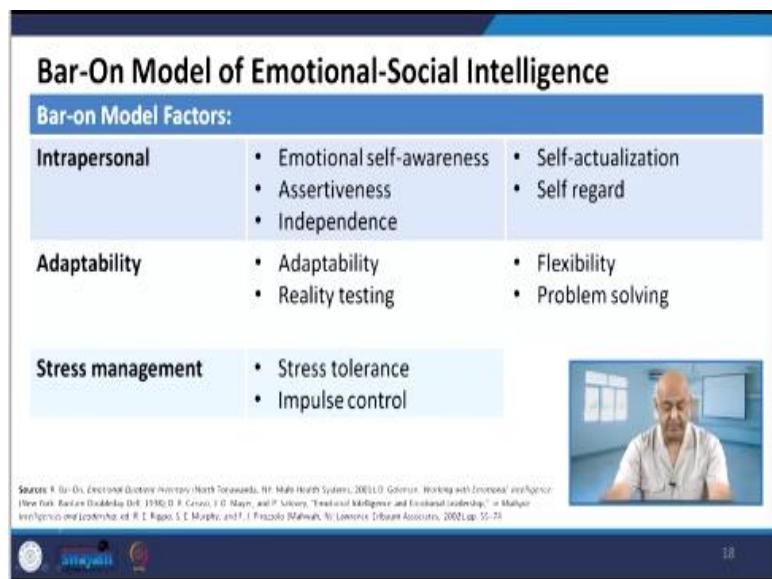


So, developed by the Reuven Bar-On, he was the first one to use the term emotional quotient. So, Bar-On emotional intelligence model assumptions and developers over time can be

improved through training or therapy. Emotional intelligence and cognitive intelligence contribute equally to a person's general intelligence which then indicates one's potential to succeed in life is there.

So, whenever we are individuals with higher-than-average emotional quotient in general more successful than the environment meeting demands and pressures are there. Deficiency in emotional questions can mean a lack of success in the emotional problems are there.

**(Refer Slide Time: 31:00)**



The Bar-On model factors there too that is interpersonal and adaptability is there. Whenever we are talking about interpersonal, emotional, and social intelligence, then emotional self-awareness knowing yourself how much an asset you are, independence, and self-actualization or self-regard is there. In the case of adaptability, it is reality testing flexibility, and problem-solving is there. Whenever we are taught stress management, stress tolerance, and impulse control that is very, very important.

**(Refer Slide Time: 32:09)**

## Bar-On Model of Emotional-Social Intelligence (Cont.)

Bar-on Model Factors:	
<b>Interpersonal</b>	<ul style="list-style-type: none"> <li>• Social responsibility</li> <li>• Interpersonal relationship</li> <li>• Empathy</li> </ul>
<b>General mood</b>	<ul style="list-style-type: none"> <li>• Optimism</li> <li>• Happiness</li> </ul>

SOURCE: R. Bar-On, *Executive Distinctive Inventory* (North Tonawanda, NY: MHS Publishing), 2001. © 2001. Working with Emotional Intelligence (New York: Basic Books/Doubleday Dell, 1996). D. E. Cialdini, J. H. Medvec, and P. Schlosser, "Emotional Intelligence and Emotional Accounting," in *Managing Intelligence and Leadership*, ed. B. D. Kacmar, S. L. Murphy, and P. J. Fazzolo (Mahwah, NJ: Lawrence Erlbaum Associates, 2001), pp. 25–38.



19

In the case of the interpersonal is there that is the social responsibility and interpersonal relationship with others that are applicable at the workplace also and in the general mood, it is the optimism and happiness is there that decide about the emotional-social intelligence how is your emotional-social intelligence.

(Refer Slide Time: 32:29)

### Implications of the Emotional Intelligence

- People can be extremely ineffective when their thoughts, feelings, and actions are misaligned.
- EQ literature has helped bring emotion back to workplace.
- Research indicated that EQ moderates employees' reactions to job insecurity and their coping ability towards job-loss related stress.
- It appears that EQ attributes would be difficult to change as a result of training intervention.



20

So, people can extremely ineffective when their thoughts, feelings and actions are misaligned. EQ literature has helped bring emotions back to workplace. Research indicated emotional quotient moderate's employee's reactions to job insecurity and their feelings are there.

(Refer Slide Time: 32:45)

## Research Paper      Emotional intelligence of leaders: a profile of top executives



Leadership & Organization  
Development Journal  
Vol. 30 No. 1, 2009  
pp. 87-104  
© Emerald Group Publishing Limited  
0143-7739  
1000 101108001 C3730950027115

Received March 2008  
Revised June 2008  
Accepted July 2008

Steven J. Stern and Peter Papadogiannis  
Multi-Health Systems, Toronto, Canada

Jeremy A. Yip  
University of Toronto, Toronto, Canada, and  
Gill Stanebris  
Multi-Health Systems, Toronto, Canada

### Purpose

The purpose of this paper is to examine the emotional intelligence (EI) scores of two high profile executive groups in comparison with the general population. Also the study aims to investigate the executive group's EI scores in relation to various organizational outcomes such as net profit, growth management, and employee management and retention.



21

(Refer Slide Time: 32:51)

### Design/methodology/approach

The Emotional Quotient Inventory (EQ-i) was administered to a sample of 186 executives (159 males and 27 females) belonging to one of two executive mentoring associations, the Young Presidents' Organization (YPO) and the Innovators' Alliance (IA).

### Findings

The results showed that top executives differed significantly from the normative population on the EQ-i in eight of the 15 EQ-i subscales. Executives who possessed higher levels of empathy, self-regard, reality testing, and problem solving were more likely to yield high profit-earning companies, while Total EQ-i was related to the degree to which a challenge was perceived as being easy with respect to managing growth, managing others, and training and retaining employees.



22

This is a research paper which you can refer for your further research interest and the findings of this research.

(Refer Slide Time: 32:56)

### **Practical implications**

The findings enable researchers and practitioners to better understand what leadership differences and similarities exist at various organizational levels. These profiles further aid in human resource initiatives such as leadership development and personnel selection.

### **Originality/value**

Despite empirical evidence supporting the relationship between EI and leadership, research with high-level leadership samples is relatively sparse. The study examines EI in relation to two unique, yet high functioning executive groups, which will enable further exploration into the emotional and psychological structure of these high-performing groups.



**(Refer Slide Time: 32:58)**

### **Case Study: Happiness Coaches for Employees**

- We know there is considerable spillover from personal unhappiness to negative emotions at work. Moreover, those who experience negative emotions in life and at work are more likely to engage in counterproductive behaviors with customers, client, or fellow employees.
- Increasingly, organizations such as American express, UBS, and KPMG are turning to happiness coaches to address this spillover from personal unhappiness to work emotions and behaviors.
- Srikumar Rao is a former college professor who has nickname, "the happiness guru". Rao teaches people to analyze negative emotions to prevent them from becoming overwhelming. If your job is restructured, for example, Rao suggests avoiding negative thoughts and feelings about it.



**(Refer Slide Time: 33:03)**

### **Case Study: Happiness Coaches for Employees**

- What if the only thing that gets in the way of you feeling more happiness is – YOU?! What if you can change your experience of the world by shifting a few sample things in your life, and then practicing them until they become second nature?"
- If employees leave their experiences with a happiness coach feeling happier about their jobs and their lives, is that not better for everyone? Says one individual, Ivelisse Rivera, Who felt she benefited from a happiness coach, "if I assume a negative attitude and complain all the time, whoever is working with me is going to feel the same way."



26

Then also you can refer to this case study happiness coaches for the employees that is how the happiness has been developed, which you can also see, and then this will be the assignment that is what you can do for the happiness of your employees are concerned.

**(Refer Slide Time: 33:15)**

### **Case Study: Happiness Coaches for Employees**

#### **Questions:**

- Do you think happiness coaches are effective? How might you assess their effectiveness?
- Would you welcome happiness training in your workplace? Why or why not?
- Under what circumstances– if any-is it ethically appropriate for a supervisor to suggest a happiness coach for a subordinate?



27

**(Refer Slide Time: 33:18)**

## BOOK RECOMMENDATION

Primal Leadership, With a New Preface by the Authors:  
Unleashing the Power of Emotional Intelligence

**Authors:** Daniel Goleman, Richard E. Boyatzis  
**Publisher:** Harvard Business Review Press;  
Anniversary edition (8 August 2013)  
**Language:** English  
**Paperback:** 336 Pages  
**ISBN:** 1422168034

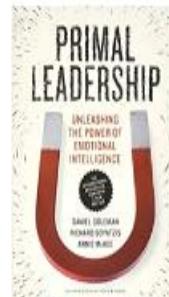


Image Source: <https://www.amazon.in/Primal-Leadership-New-Preface-Authors/dp/1422168034>

28

(Refer Slide Time: 33:23)

## BOOK RECOMMENDATION

This is the book that established "emotional intelligence" in the business lexicon and made it a necessary skill for leaders. Managers and professionals across the globe have embraced Primal Leadership, affirming the importance of emotionally intelligent leadership. This refreshed edition, with a new preface by the authors, vividly illustrates the power and the necessity of leadership that is self-aware, empathetic, motivating, and collaborative in a world that is ever more economically volatile and technologically complex. From bestselling authors Daniel Goleman, Richard Boyatzis, and Annie McKee, this ground-breaking book remains a must-read for anyone who leads or aspires to lead.

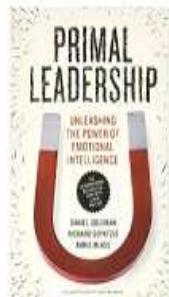


Image Source: <https://www.amazon.in/Primal-Leadership-New-Preface-Authors/dp/1422168034>

29

(Refer Slide Time: 33:24)

## References

- Hughes, R. L., Ginnette, R. C., & Curphy, G. J. (2012). LEADERSHIP: enhancing the lessons of experience. In *LEADERSHIP: enhancing the lessons of experience*.
- Robbins, S. P., & Judge, T. (2007). *Organizational behavior*. Upper Saddle River, NJ: Pearson/Prentice Hall.
- Stein, S.J., Papadogiannis, P., Yip, J.A. and Sitarenios, G. (2009), "Emotional intelligence of leaders: a profile of top executives", *Leadership & Organization Development Journal*, Vol. 30 No. 1, pp. 87-101. <https://doi.org/10.1108/01437730910927115>.
- V. U. Druskat, and S. B. Wolff. "Building the Emotional Intelligence of Groups," *Harvard Business Review*, March 2001, pp. 80-91.
- <https://slideplayer.com/slide/5690103/>
- R. Bar-On, *Emotional Quotient Inventory* (North Tonawanda, NY: Multi-Health Systems, 2001); D. Goleman, *Working with Emotional Intelligence* (New York: Bantam Doubleday Dell, 1998); D. R. Caruso, J. D. Mayer, and P. Salovey, "Emotional Intelligence and Emotional Leadership," in *Multiple Intelligences and Leadership*, ed. R. E. Riggio, S. E. Murphy, and F. J. Pirozzolo (Mahwah, NJ: Lawrence Erlbaum Associates, 2002), pp. 55-74,
- <http://www.eiconsortium.org>



10

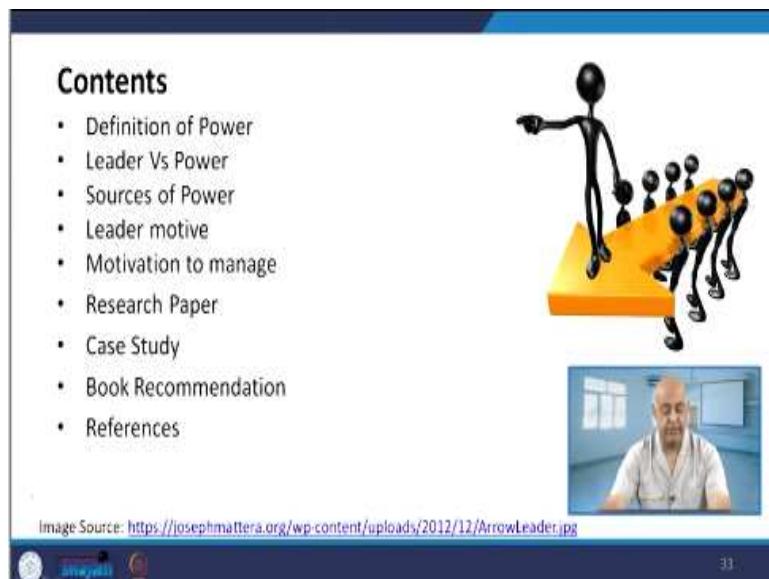
Happiness coaches are effective or not. And finally, this is the book that is a primal leadership, which you can refer and on basis of these recommendations, you can understand because this is the one of the author's Daniel Goleman. Richard Boyatzis and Annie McKee. This groundbreaking book remains a must-read for anyone who leads or aspires to lead.

So, primal leadership that you can refer to for developing more about emotional intelligence and leadership understanding. These are the edges of references, which you can refer to for your further studies. Thank you.

**Leadership and Team Effectiveness**  
**Prof. Santosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology – Roorkee**

**Lecture – 18**  
**Power and Leadership**

(Refer Slide Time: 00:31)



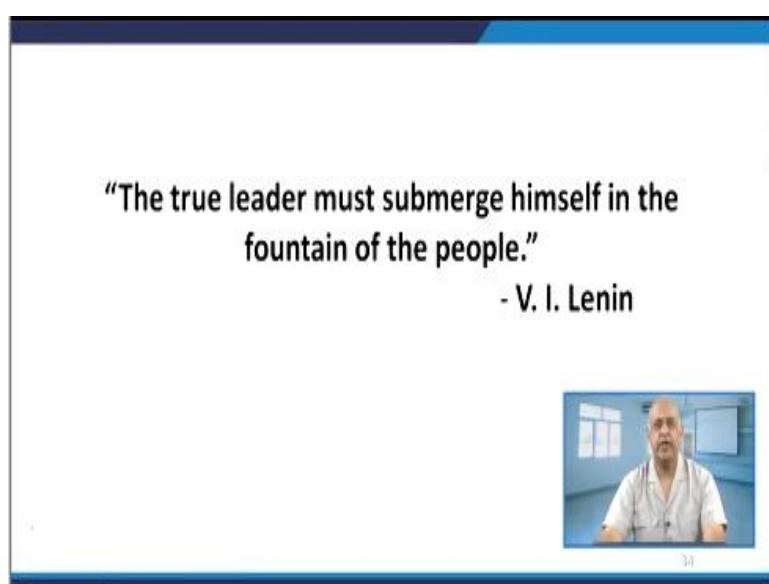
**Contents**

- Definition of Power
- Leader Vs Power
- Sources of Power
- Leader motive
- Motivation to manage
- Research Paper
- Case Study
- Book Recommendation
- References

Image Source: <https://josephmattera.org/wp-content/uploads/2012/12/ArrowLeader.jpg>

Whenever we talk about power and leadership, we will discuss the definition of power, leader versus power, sources of power, leader motive, motivation to manage, research papers, case studies, and book recommendations for this particular session.

(Refer Slide Time: 00:37)



**"The true leader must submerge himself in the fountain of the people."**

- V. I. Lenin

The true leader must submerge himself in the foundation of the people, and therefore, in that case, whenever we are talking about the use of the power, so, therefore, they should not be the power distils; he submerges himself in the fountain of the people, that means; he is not different, he is a part of them and therefore, how this is to be done in practice that we will see.

(Refer to Slide Time: 01:11)

### What do we mean by POWER?

- Power is simply the ability to get things done the way one wants them to be done.
- Power refers to a capacity that A has to influence the behavior of B so B acts in accordance with A's wishes.
- The most important aspect of power is that it is a function of dependence.
- The greater B's dependence on A, the greater A's power in the relationship. Dependence, in turn, is based on alternatives that B perceives and the importance B places on the alternative(s) A controls.



Power is simply the ability to get things done; it is how one wants them done. Moreover, this definition you might be connecting with the definition of the manager. So, a manager is powerful. Why is he powerful? Because he gets things done the way one wants them to be done, the manager is getting that done with the help of the positioning power.

In power also, there are different types. Leadership power is the influence of behaviour on others. So, getting things done by influencing others. Power refers to a capacity that A has to influence the behaviour of B. So, B acts following A's wishes, as I mentioned. The most crucial aspect of power is its dependence function; the more extraordinary B depends on A, the more excellent A's power is in the relationship.

So therefore, if we take about a superior-subordinate relationship, the subordinate is highly dependent on A. In that case, A will have more power, and the dependence, in turn, is based on alternatives that B perceives and the importance B places on the alternatives A controls; excellent statement.

(Refer Slide Time: 02:35)

DEFINITIONS OF POWER		
Author Name	Year	Definition
Robert Dahl	1957	"A has power over B to the extent that he can get B to do something that B would not otherwise do."
Bertrand Russell	2004	"Power may be defined as the production of intended effects"
Romano Guardini	1998	"Power is the ability to move reality."
Max Weber	1980	"Opportunity which permits one to carry out one's own will, even against resistance, and regardless of the basis on which the opportunity rests."

Source: www.differencebetween.net/business/difference-between-power-and-leadership/



So, therefore, in that case, B has many options now, whose power he should accept. So, then he will have the choice on that. So, in that case, it is the acceptance of the B towards A whether to accept the power or not to accept the power. So, Robert Dahl, in 1957, A has power over B to the extent that he can get B to do something that B would not otherwise do.

Furthermore, therefore, in that case, when we will say that power is exercised, because if he is doing, then there is nothing new, but when he is doing, otherwise he would not do, but he is doing because of A, so, we will say that A's power has been exercised. Bertrand Russell in 2004, power may be defined as the production of intended effects. Moreover therefore, in that case, it will always be whenever we are talking about what we want to get done. So, that is why we say it is the intended effect.

Romano Guardini in 1998, power is the ability to move a reality. So, that is the make them move for the whatever the things are to be done. Max Weber in 1980, opportunity permits one to get it out of one's own will even against resistance and regardless of the basis on which the opportunity rests.

**(Refer Slide Time: 04:05)**

POWER Vs LEADERSHIP		
Basics of Power	Power	Leadership
Definition	Ability to exercise control	Ability to influence people to follow your instructions
Credibility	Not needed	Needed
Source	Position of authority	Personal attribute
Nature	Forceful and controlling	Inspiring
Dependence	Not dependent	Dependence of power

<https://www.differencebetween.net/business/difference-between-power-and-leadership/>



This is a very high potential (0) (04:08) definition is there that is whatever the opportunity is there, and based on the opportunity, the person has been influenced to avail that particular opportunity. The basics of power definition are the ability to exercise control over others, and leadership is the ability to influence people to follow your instructions.

Furthermore, in leadership, the ability to influence is there, but the difference between the control and influence is; that control is having the that position here is written that is a source. Sources of power are a position; while it is in the leadership, the power source is a personal attribute, and because of the personal attribute of the individual, the other person is following that particular job, doing that particular job.

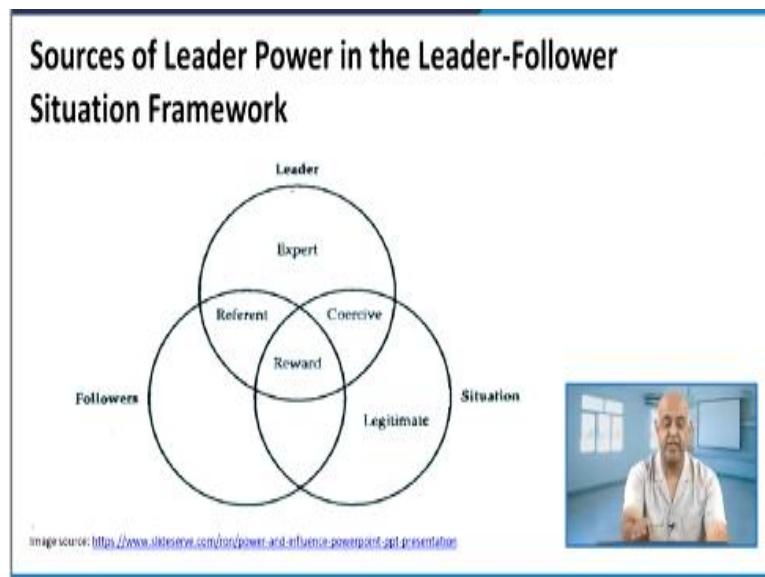
Creditability is not needed, it is needed, and nature is forceful and controlling, while here, leadership is inspiring. That is why whenever we talk about the controller over the others to do the things, then many times, we find that as soon as the control is absent, the person stops doing, but when we talk about the influence so, not necessarily that the person is directly controlling over them

I want to use the example. When the children are away from home, so, whether they were under control or they were under the influence of the family culture, when they go out from home, you get the opportunity to go away from home and the way that we have, which shows that they were not behaving earlier in the family at home, because there was control over them.

However, when they are away from the family, and still they are not doing anything wrong, which is not acceptable, then, in that case, it will be about that inspiring. So therefore, they are highly inspiring. So, whenever they are highly inspiring, so because of the influence of parents, parents influence them, they have met the foundation, and that foundation is that you are not supposed to do anything wrong.

So, they will not do anything wrong; they will do socially acceptable things.

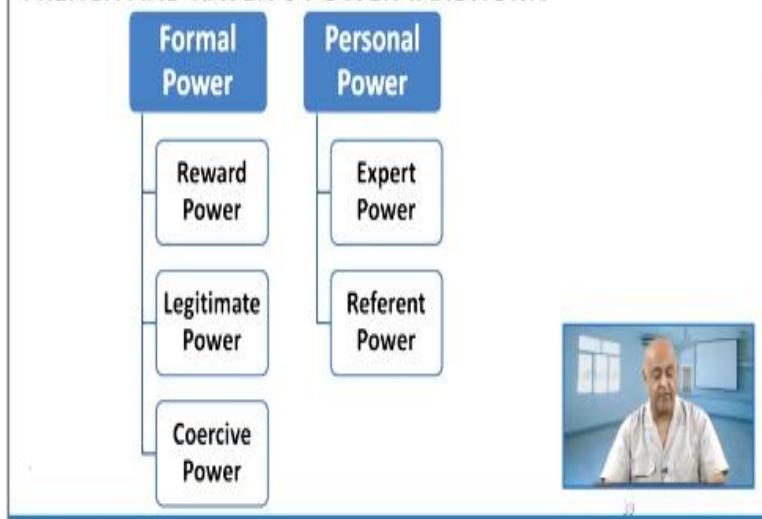
(Refer Slide Time: 06:39)



In the leader-follower situation framework, the sources of leader power are that the leader has the expert. Therefore, the expert is there, the follower follows him, and the referent is there. They are different power because the referent is there. Coercive is there, and the reward is there. Nevertheless, a situation is legitimate; a legal situation is there; a positioning situation is there, so the person follows.

(Refer Slide Time: 07:04)

## FRENCH AND RAVEN'S POWER TAXONOMY



In the case of the French and the Raven's power taxonomy, the formal power is the reward power, legitimate power, and the coercive power are there and in the personal power, it is the expert power and the referent power is there.

(Refer Slide Time: 07:19)

### REWARD POWER

Reward power involves the potential to influence others due to one's control over desired resources. This can include the power :

- To give raises, bonuses, and promotion
- To grant tenure
- To select people for special assignments or desirable activities
- To distribute desired resources like computers, offices, parking places, or travel money
- To intercede positively on another's behalf
- To recognize with awards and praise; and so on.



Image Source: <https://www.myhealthspaned.com/diabetes-information/diabetes-articles/why-did-someone-say-reward/>

So, whenever we are talking about reward power, reward power involves the potential to influence others due to one's control over desired resources. Moreover, this can include power. There is a reward power to give raises, bonuses, and promotions. To grant tenure is a reward power; to select the people for special assignments or desirable activities is also a reward power.

So, whenever we talk about the reward, distribute the desired resources, like the computers, resources, allocation, or intercede positively on another's behalf. So, then definitely, in that

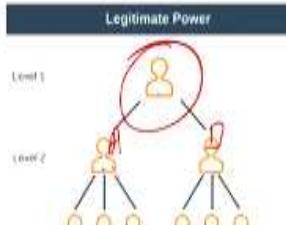
case, that will be the reward power. To recognize with awards and praise and so on to the person and therefore, in that case, whenever he is at the workplace, he has been highly rewarded and recognized and praise, then definitely he is using that reward power is there.

(Refer Slide Time: 08:15)

## LEGITIMATE POWER

- Legitimate power depends on a person's organizational role.
- It can be thought of as one's formal or official authority.
- Some people make things happen because they have the power or authority to do so.
- The boss assigns projects; the coach decides who plays; the colonel orders compliance with uniform standards; the teacher assigns homework and awards grades.

Image source: <http://epeptaramanagement.com/2018/03/legitimate-power/>



Now, legitimate power: a person's organizational role, role, and responsibilities can be thought of as one's formal or official authority, and some people make things happen because they have the power or authority to do so. So, therefore, in that case, it is becoming the more, they have the power authority so, here whenever we have the one's formal or official authority to do, then definitely, in that case, it is becoming a very, very important thing that is we are having that organizational structure and hierarchy.

Moreover, the person will be illegitimate power with organizational structure and hierarchy. As for here, if we have this particular position, then definitely this person has the power over the direction with these two and indirectly with the rest of the level 3 implies, but whenever we are talking about the exercising power, then they have the power or authority to do so when the things are going to be the happen.

Furthermore, it becomes essential that this boss assigns the projects the code to place, then this is A, this is B, and therefore he assigns the job. The colonel orders compliance with the uniform standards, and the teacher assigns the homework and awards, and grades are there. So, therefore in that case, whatever the job assignment will be there, that will be used by the positioning power.

(Refer Slide Time: 09:52)

## COERCIVE POWER

Coercive power, the opposite of reward power, is the potential to influence others through the administration of negative sanctions or the removal of positive events. In other words, it is the ability to control others through the fear of punishment or the loss of valued outcomes.



Image Source: [https://sites.psu.edu/leader3/pip/2013/04/19/power\\_and\\_leadership/](https://sites.psu.edu/leader3/pip/2013/04/19/power_and_leadership/)

Coercive power is the opposite of reward power, and it is the potential to influence others through the administration of negative sanctions or the removal of positive events. In other words, it is the ability to control others through the fear of punishment or the loss of valued outcomes. So, this type of power nowadays is the minimum exercise power, because if we use this power, then definitely people will be away from you and then only you can use the legitimate as the positioning power.

You cannot use this power; this power cannot be used as a tool that influences the behaviour of others. There is leadership, so leadership with the coercive power and managership can be done with the coercive power, but leadership cannot be done with the coercive power. So, in other words, it is the ability to control with the fear of punishment because, as I mentioned, this positioning power will be towards the more administrative power.

Nevertheless, when we are talking about administrative position power, whenever we are talking about this leadership, that is, the influence is there. So, this will not be the influence.

**(Refer to Slide Time: 11:11)**

## EXPERT POWER

Expert power is the **power of knowledge**. Some people can influence others through their relative expertise in particular areas. A surgeon may wield considerable influence in a hospital because others depend on her knowledge, skill, and judgement, even though she may have no formal authority over them.



Image Source: <https://kenhnhac.vn/luyen-vi-do-trinh-do-chuyen-mon-mang-lai-expert-power-la-gi-2019081515042213.htm>

Expert power: knowledge is power. When Sri Krishna asked Arjun to make me the powerful, most powerful person and then Krishna told (O) (FL: 11:20). Knowledge is power. So, therefore, what happens if you have the money power? Money power will go with the period. The muscle power will go with the period. So, whatever the beauty you are having, then go with the period.

If you have the position power, the position will go with the bed of time. So therefore, whether you have the money, muscles, beauty or positioning power, that will go with the period. Which power will not go? Your knowledge power. So, that expert power, power of knowledge that will never go, and that are why Sri Krishna told, (O) (FL: 11:57), the knowledge is power.

Some people can influence others through their relative expertise in a particular area. A surgeon may wield considerable influence in a hospital because others are dependent on her/him knowledge, skills and judgement even though she may have no formal authority over them. So, the formal authority maybe with the administration. However, when a doctor in the hospital or a chef in the hotel or a teacher in the economic Institute exercises power, that power is the knowledge power the exercise.

**(Refer Slide Time: 12:37)**

## REFERENT POWER

- Referent power refers to the potential influence one has due to the strength of the relationship between the leader and the followers.
- When people admire a leader and see her as a role model, we say she has referent power.
- For example, students may respond positively to advice or requests from teachers who are well liked and respected, while the same students might be unresponsive to less popular teachers.



Source: [http://www.johnwiley.net.au/highered/management/study/mgmt/leading/power\\_and\\_influence/](http://www.johnwiley.net.au/highered/management/study/mgmt/leading/power_and_influence/) [page 408]

Referent power refers to the potential influence one has due to the strength of the relationship between the leader and the followers are there, and when people admire a leader and see her as a role model, we say she has the referent power there. So, referent power has always been used to strengthen the leader and follower relationship.

So therefore, in that case, whenever potential influence is seen, the people start to follow based on that referent power is there. May respond positively to advise or requests from well-liked and respected teachers, while some students might be unresponsive to less popular teachers, and therefore, in that case, this becomes the example of the referent power.

(Refer to Slide Time: 13:22)

## Which Bases of Power Are Most Effective?

- Personal sources of power are most effective.
- Both expert and referent power are positively related to employees' satisfaction with supervision, their organizational commitment, and their performance.
- Reward and legitimate power seem to be unrelated to these outcomes.
- Coercive power—actually can backfire in that it is negatively related to employee satisfaction and commitment.



Which bases of power are most effective? Personal sources of power are most effective. Therefore, in that case, both expert and referent power are positively related to the

employees' satisfaction with supervision, organizational commitment, and performance. This will happen concerning the employee's satisfaction and supervision.

Reward and legitimate power seem to be undeleted to these outcomes. So, therefore, in that case, many times, these rewards and legitimate power are not very relevant. Coercive power can backfire in that it is negatively related to employee satisfaction and commitment. So, therefore, if you are getting work done forcefully, then sometimes it may also backfire because that might negatively affect employee satisfaction and commitment.

(Refer Slide Time: 14:17)

### Dependence: The Key to Power

The things below creates the dependence:

- **Importance** – It refers to the value of the resource. The key question here is "how important is this?" If the resources or skills you control are vital to the organization, you will gain some power. The more vital the resources that you control are, the more power you will have.
- **Scarcity** – It refers to the uniqueness of a resource. The more difficult something is to obtain, the more valuable it tends to be.
- **Non-substitutability**–The fewer viable substitutes for a resource, the more power control over that resource provides.

Source: <http://prevbooks.unimelbcollege.ca/organizationalbehavior/chapter13/>



So, what is the key to power? So, dependence is the key to power. If a person is dependent on you, he will follow your power and that things will create the dependence importance; it refers to the value of the resource. The critical question here is how important is this. The value of the resource is very, very important. If the resources or skills you control are vital to the organization, you will gain some power.

The more vital the resources you control, the more power you will have. So, therefore, it is the knowledge and skills you are required that you can control that will be decided based on the dependency. So, if you have a strong knowledge, when you have all the control over them, whatever the job is to be done, you are dependent on your followers, and you will be an influential person.

Scarcity: refers to the uniqueness of a resource. The more complex something is to obtain, the more valuable it tends to be. So therefore, in that case, this is also important the power; power

is not very common. Power will not be given to all. So, the power is scarce. They will be the few positions demanding or more; therefore, that will be the power.

So, that will be more difficult to obtain, the more valuable it tends to be. Non-substitutability: The fewer viable substitutes for a resource, the more powerful control over that resource provides is there.

(Refer Slide Time: 15:58)

### Principles of Power in Interpersonal Relationships

There are many types of power and also have principles.

- Power as a Perception.
- Power as a Relational Concept.
- Power as a Resource-Based.
- Power as a Prerogative.
- Power as Enabling or Disabling.
- The Principle of Least Interest and Dependence Power.

Source: <https://www.bsu.edu/jmccollister/organizationbehavior/chapter1/>



There are many types of power and also have principles. Power is a perception; power is a relational concept, and power is resource-based; therefore, who is more powerful? Who is influencing? It is a perception basically and not only in the case of the leadership in the executive power also. It is the perception of the individual which is making him move.

For example, if the subordinate is there and if he perceives that is his perception is, he perceives that his boss is very highly influential, then definitely he will follow that his power. So, power is a relational concept is there, and power is a resource best is also there. So, in that case, whenever we are talking about power, a resource-based is there. So, what resource does the person has? The way he has the resources, he will be more powerful. Power is the prerogative used by many people, enabling or disabling their ability, and the principle of the slightest interest and dependence on power is there.

(Refer Slide Time: 17:03)

## Need for Power Motive

- People vary in their motivation to influence or control others. McClelland called this the **need for power**, and individuals with a high need for power derive psychological satisfaction from influencing others.
- They seek positions where they can influence others, and they are often involved concurrently in influencing people in many different organizations or decision-making bodies.

### Two Types of Power Motive

- Personalized Power Motive
- Socialized Power Motive



Moreover, therefore, we will find that the people are looking for power in that case. So, what is the need for the power motive? People vary in their motivation to influence or control others, which is a desire. Furthermore, McClellan calls these the need for power and individuals with a high need for power to derive psychological satisfaction from influencing others. So, there are the people who are highly in need of power and cannot live without power.

If somebody snatches their power, they become very, very restless. Therefore, the need for power is becoming very important. So, individuals with a high need for power derive psychological satisfaction from the influence of others are there. They seek the positions where they can influence others, and they are often involved or concurrently influencing people in many different organizations or decision making bodies are there, and they will be working accordingly.

Two types of power motives are there. The personalized power motive and socialized power motive are there.

**(Refer Slide Time: 18:07)**

## TWO TYPES OF POWER MOTIVE

### ➤ Personalized power

- Individuals who have a high need for personalized power are relatively selfish, impulsive, uninhibited, and lacking in self-control. These individuals exercise power for their own needs, not for the good of the group or the organization.

### ➤ Socialized power

- Socialized power is exercised in the service of higher goals to others or organizations and often involves self-sacrifice toward those ends. It often involves an empowering, rather than an autocratic, style of management and leadership.



Now, in the case of the personalized power motive, individuals who have a high need for personalized power are relatively selfish, impulsive, unlimited, and lacking self-control and these individuals exercise power for their own needs and not for the good of the group or the organization. So, therefore, in that case, it is a personal interest that is very important. So, whenever the persons exercise their power for their own needs, then definitely, in that case, that will not be good for the group or the organization is concerned.

So, whenever we talk about socialized power, social power is exercised to serve the higher goals of others or organizations and often involves self-sacrifice toward those ends. It often involves an empowering rather than an autocratic management style, and leadership is there. So therefore, in that case, it is suggested that rather than the autocratic style of management leadership, we should have the participative style of leadership.

Furthermore, therefore what we do in the socialized power is influence. The social pressure is there; people are ready to do the work because of the social pressure.

**(Refer to Slide Time: 19:22)**

## MOTIVATION TO MANAGE

- Individuals vary in their motivation to manage in terms of six composites:

1. Maintaining good relationships with **authority figures**.
2. Wanting to **compete** for recognition and advancement.
3. Being **active** and **assertive**.
4. Wanting to **exercise influence** over subordinates.
5. Being **visibly different** from followers.
6. Being **willing** to do **routine** administrative tasks.



The motivation to manage is individuals vary in their motivation to manage in terms of 6 composites. Maintaining a good relationship with authority figures because the power motivates them because their authorities are into the power, so they are good relationships. Want to compete for recognition and advancement. Moreover, in that case, they want to win because they are competing, and for competing purposes, they will go for recognition and advancement.

Furthermore, in recognition and advancement of these issues, they will go here; they will make the; they get the influenced by the power is there. Being active and assertive is there. So because they want to exercise power, invariably, they will be active and assertive. Waiting to exercise influence over subordinates and, therefore, it is becoming essential to exercise this influence of these leaders they are going for the over the subordinates.

Being visibly different from followers because of what happens when you have the power, you are looked at differently. So, people know that they are in this particular position so that the benefits can be denied. So, that is the many times that is the influence is the power to what, his subordinates, being visually actually because they are at the position so, rest of the people are not in the position, so, they are treated and seen, significantly the differently.

You are willing to do routine administrative tasks. Moreover, therefore, in that case, they are very keen to do these routine administrator tasks is there. Now, I would like to give you a tip. It becomes very, very important that you want to be. For example, if you want to be the

knowledge power in the academic institutes, then which is a permanent power, evergreen power.

So, therefore, you are to enhance your knowledge and then, especially young academicians, they will acquire more knowledge with the national, international exposure and understanding and learning with the (0) (21:49) time, they will be adopting this particular power. While in the academic Institutions, somebody is also very keen to be in the administrative positions because they are willing to do the routine administrative task or want to make a good relationship with the authority.

They want to compete for recognition and advancement because you will be seen differently than others whenever you are in power. When you occupy the administrator position in the academic institutes, you will be seen differently, and some people they have that want to be seen differently will be the motivation.

(Refer Slide Time: 22:31)

The cover page of the research paper is from the International Journal of Public Services Leadership. The title is "Power and transformational leadership in public organizations". The authors are Faye Barth-Farkas and Antonio Vera. The journal is published by Emerald Group Publishing Limited, Vol. 10 No. 4, 2014, pp. 217-232. DOI: 10.1108/IJPS-07-2014-0011. The paper was received on 28 July 2014, revised on 14 October 2014, and accepted on 11 November 2014. The purpose of the paper is to examine the relationship between perceived power and transformational leadership in the public sector. A small portrait of the author, Faye Barth-Farkas, is visible on the right.

So, here now, we will talk about these research papers. Here, the power and transformational leadership in the public organization. This paper aims to examine the relationship between the perceived power and transformational leadership in the public sector is there. Now, I would like to recall talking about transactional, transformational, and charismatic leadership styles.

Please do not forget about those models because those models' transformational leadership style in that public sector is related to that particular strategy that this paper has discussed.

(Refer Slide Time: 23:08)

**RESEARCH PAPER**

**Design/methodology/approach**  
The authors investigate this topic empirically in the context of German police forces using a between-groups design, manipulating power and statistically analyzing the results on the multifactor leadership questionnaire.

**Findings**  
Police officers with a high perception of power achieve significantly lower scores on transformational leadership compared to their low power counterparts.



The authors investigate this topic empirically in the context of the German police forces, using between-groups design, manipulating power and statistically analyzing the results of the multifactor leadership questionnaire. This paper talks about the German police forces and that group design, and what happens is the manipulating the power and statistically analyzing the results are there.

So, being an empirical study, the data was collected, and based on the data, the multifactor leadership questionnaire was collected and analyzed. Police officers with a high perception of power achieve significantly lower scores on transformational leadership than their low power counterparts, and therefore, in that case, as far as the transformational leadership is concerned, their scoring is low.

(Refer Slide Time: 24:07)

## RESEARCH PAPER

### Research limitations/implications

The study contributes to advancing public leadership theory by showing that transformational leadership, which is considered as particularly useful in public organizations, is likely to be adversely affected by leaders' power. Furthermore, it also extends on the literature on power by providing first empirical evidence that power has a significant impact not only on factors such as the pursuit of a goal, social behavior, or affect, but also on leadership.

### Practical implications

The results suggest either to control power accumulation in leadership positions of public organizations, for instance by implementing flat hierarchies, or to come to terms with more authoritative leadership styles in top management.



The study advances public leadership theory by showing that transformational leadership, considered particularly useful in public organizations, is likely to be adversely affected by leaders' power. Furthermore, it also extends on the literature and power by providing the first empirical evidence that power significantly impacts factors such as the pursuit of a goal, social behaviour or effect and leadership.

So, this paper talks about how a significant impact can be there based on the leadership and making these the effect of the power. The results suggest either controlling power accumulation in leadership positions or public organizations by implementing flat hierarchies or coming to terms with the more authoritative leadership style in top management.

(Refer Slide Time: 25:06)

## FOCUS ON POWER: THE CASE STUDY OF STEVE JOBS

- In 2007, Fortune named Steve Jobs the “**Most Powerful Person in Business**.” In 2009, the magazine named him “CEO of the Decade.” Jobs, CEO of Apple Inc. (NASDAQ: AAPL), has transformed no fewer than five different industries: computers, Hollywood movies, music, retailing, and wireless phones.
- His Apple II ushered in the personal computer era in 1977, and the graphical interface of the Macintosh in 1984 set the standard that all other PCs emulated. His company Pixar defined the computer-animated feature film. The iPod, iTunes, and iPhone revolutionized how we listen to music, how we pay for and receive all types of digital content, and what we expect of a Mobile phone.



Now, here, in this case, study, we will talk about Steve Jobs. The fortune named Steve Jobs 2007 the most influential person in business in 2009. the magazine named him CEO of the decade. Jobs, CEO of Apple incorporation, has transformed five different industries, computers, Hollywood movies, music, retailing and wireless phones.

So, most of us know these Steve Jobs based on the computer only, but here is to the very few, we noted it, it is the Hollywood movies, music, retailing and wireless phones also that is he is the CEO of these, all these businesses. So, ushered in the personal computer era in 1977, and the graphical interface of the Macintosh in 1984 set the standard that all other PCs emulated. His company Pixar defined a computer-animated feature film.

The iPod, iTunes and iPhone revolutionized how we listen to music, how we pay for and receive all types of digital content, and the expectations of a mobile phone.

(Refer Slide Time: 26:25)

### FOCUS ON POWER: THE CASE STUDY OF STEVE JOBS

- How has Jobs done it?
- Jobs draws on all five types of power: legitimate, expert, reward, coercive, and referent. His vision and sheer force of will helped him succeed as a young unknown. But the same determination that helps him succeed has a darker side—an autocracy and drive for perfection that can make him tyrannical. Let's take each of these in turn.
- Legitimate power. As CEO of Apple, Jobs enjoys unquestioned legitimate power.
- Expert power. His success has built a tremendous amount of expert power. Jobs is renowned for being able to think of markets and products for needs that people didn't even know they had.



So, how does Steve Jobs achieve this leadership? The jobs draw all five types of power; legitimate power, expert power, reward power, coercive power and referent power. His vision and sheer force all helped him succeed as a young unknown, but the same determination that helps him succeed has a darker side in an autocracy and a drive for perfection that can make him the tyrannical.

So therefore, let us take each of these in turn. Legitimate power is legitimate power. So, as CEO of Apple, Jobs enjoys unquestioned legitimate power. Expert power: his success has built a tremendous amount of expert power, and jobs are renowned for being able to think of

markets and products for needs that people did not even know they had. So, therefore, even the people do not know what they need. However, Steve Jobs was able to identify those needs as an expert in advance.

(Refer Slide Time: 27:23)

- **Reward power.** As one of the richest individuals in the United States, Jobs has reward power both within and outside Apple. He also can reward individuals with his time and attention.
- **Coercive power.** Forcefulness is helpful when tackling large, intractable problems, says Stanford social psychologist Roderick Kramer, who calls Jobs one of the "great intimidators." Robert Sutton notes that "the degree to which people in Silicon Valley are afraid of Jobs is unbelievable." Jobs is known to berate people to the point of tears.
- **Referent power.** But at the same time, "He inspires astounding effort and creativity from his people." Employee Andy Herzfeld, the lead designer of the original Mac operating system, says Jobs imbues employees with a "messianic zeal" and can make them feel that they're working on the greatest product in the world



Reward power is one of the richest individuals in the United States; Job has reward power within and outside Apple. He also can reward the individuals with his time and attention. Coercive power: Forcefulness is helpful when tracking significant intractable problems, says Stanford social psychologist Roderick Kramer, who calls Jobs one of the great intimidators, and Robert Sutton notes that the degree to which people in Silicon Valley are afraid of Jobs is unbelievable. Jobs is known to berate people to the point of tears.

Moreover, therefore, in that case, you will find that is how these coercive power have been used. Referent power: at the same time, he inspires great effort and creativity from his people. Employee Andy Herzfeld, the lead designer of the original Mac operating system, says jobs imbue employees with messianic zeal and can make them feel that they are working on the most excellent product in the world, and in this way, he was influencing.

(Refer Slide Time: 28:24)

## BOOK RECOMMENDATION:

### When Execution Isn't Enough: Decoding Inspirational Leadership

**Authors:** Claudio Feser, Manfred F.R. Kets de Vries  
**Publisher:** WILEY Publication (2016)  
**Language:** English  
**Paperback:** 208 Pages  
**ISBN:** 978-1-119-30265-0

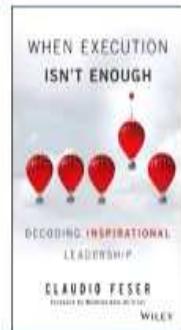


Image Source: <https://www.amazon.in/When-Execution-Isn-t-Enough-Inspiring/dp/1119302658>

So, this is the book the recommendation is there to decode inspirational leadership when execution is insufficient. So therefore, in that case, what happens, you know, especially in many organizations that have done only the executions and therefore, they are the inspirational leadership is required at a time so that the organization can be revived and survive.

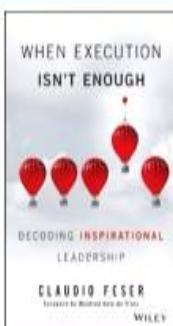
This book describes the behaviour to inspire that can be learnt to turn a good leader into a great leader. Nowadays, we all talk about the excellent workplace to the great workplace, good leader to a great leader.

**(Refer Slide Time: 29:04)**

## BOOK RECOMMENDATION

This book describes the behaviors to inspire that can be learned—to turn a *good* leader into a *great* leader.  
Understand the neuroscience of inspiration.  
Tailor your inspirational approach to different leadership scenarios.  
Initiate an inspiration cascade to influence people at scale  
The picture of leadership has changed over time. Today's great leaders are authentic, enthusiastic decision-makers with engaging visions, who are quick to communicate and take action. Less than half of all CEOs believe that their training investments will pay off, yet everyone agrees that leadership drives performance—where is the disconnect? It's in the belief that simple leadership behaviors equal results, forgetting that exceptional results only come from inspiration.

Image Source: <https://www.amazon.in/When-Execution-Isn-t-Enough-Inspiring/dp/1119302658>



Understand the neuroscience of inspiration: tailor your inspirational approach to different leadership scenarios. Initiate an inspirational cascade to influence people at scale: The picture

of leadership has changed over time. Today's great leaders are authentic, enthusiastic decision-makers with engaging visions who are quick to communicate and take action. Less than half of all CEO believes that their training investments will pay off, yet everyone agrees that leadership drives performance. Where is the disconnect?

Now, it is in the belief that simple leadership behaviour equals results, forgetting that exceptional results only come from inspiration. So, high is the inspiration; high will be the results.

**(Refer Slide Time: 29:49)**

### References

- E. M. Ryan, V. Mims, and R. Koestner, "Relation of Reward Contingency and Interpersonal Context to Intrinsic Motivation: A Review and Test Using Cognitive Evaluation Theory," *Journal of Personality and Social Psychology* 45 (1983), pp. 736–50.
- Feser, C., & Kets, , V. M. F. R. (2016). *When Execution Isn't Enough: Decoding Inspirational Leadership*. Newark: Wiley.
- Hughes, R. L., Ginnette, R. C., & Curphy, G. J. (2012). LEADERSHIP: enhancing the lessons of experience. In *LEADERSHIP: enhancing the lessons of experience*



These are the references you can refer to later on about this leadership and when this particular book, especially when the execution is not enough for decoding inspirational leadership that is also, I am sure that helps you to understand this particular concept with a more effective.

**(Refer to Slide Time: 30:16)**

## WEB REFERENCES

- <https://www.socialmediatoday.com/content/exploring-and-defining-influence-new-study>
- <https://www.roffeypark.ac.uk/knowledge-and-learning-resources-hub/what-is-influence-and-what-are-influencing-skills/>
- <https://www.merriam-webster.com/dictionary/influence>
- <https://www.differencebetween.net/business/difference-between-power-and-leadership/>
- <https://pressbooks.senecacollege.ca/organizationalbehaviour/chapter/chapter-13/>



Some of these contents have been taken from the websites. These are the web references are there, there is a social media and then the Roffeypark and then this Merriam and also the Pressbooks Senecacollege, these references have been taken, so that the further readings you can make use for how you can make this power and leadership power make the use of the power is leadership to learn mechanism.

So, this is all about power and leadership. So, you understood how the personality and the types of power we can use to influence the behaviour of others. Thank you.

**Leadership and Team Effectiveness**  
**Prof. Santosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology – Roorkee**

**Lecture – 19**  
**The Art of Influence in Leadership**

As we have understood, there is a difference between the manager and the leader. So, a manager is a leader because she covers all the planning, organizing, leading, and controlling functions. As far as the leader is concerned, the leader influences the behaviour of others and, therefore, the art of influence that is a tubular leader that we will discuss in this particular session.

**(Refer Slide Time: 00:58)**



**Content**

- Definition of Influence
- Power Vs Influence Vs Influence Tactics
- Consequences of Influence Methods
- Types of Outcome
- Four Generalization about Power and Influence
- The Nine Influence Tactics
- Tactics to Increase Influence
- Research Paper
- Case Study
- Book Recommendation
- References

Image Source: [https://www.instaheights.com/sites/default/files/media/c11\\_influence.jpg](https://www.instaheights.com/sites/default/files/media/c11_influence.jpg)

So, we will talk about the definition of influence, power versus influence tactics, consequences of influence methods, types of outcome, four generalizations about the power and influence, the nine influence tactics, tactics to increase the influence, research paper, case study and book recommendation and references for further studies as usual.

**(Refer Slide Time: 01:16)**

DEFINITIONS OF INFLUENCE	
Author Name	Definition
Susan Jeffers	Influencing as "not the ability to get someone to do what you want them to do, it's the ability to get yourself to do what you want to do"
Jeffrey W. Lucas and Amy R. Baxter	Influence—defined as compelling behavior change without threat of punishment or promise of reward—results largely from the respect and esteem in which one is held by others.
Brian Solis	Influence is the ability to cause desirable and measurable actions and outcomes.



Now, whenever we are talking about the definition of the influence or trying to understand it, according to Susan, the influence is not the ability to get someone to do what you want them to do. It is the ability to get yourself to do what you want to do. It is a beautiful definition, and therefore, in that case, it is before influencing others that we should develop the ability in ourselves to influence others.

Moreover, Jeffrey has given the influence means defined as effective behaviour change without the threat of punishment, which is very important because we are taught that whenever we say the influence means it is coming within. So, it is there without any threat of punishment or promise of reward. While the third definition is that influence is the ability to cause desirable and measurable actions, and outcomes are there like.

So, therefore, in all three definitions, what is expected is the ability. So, here, whenever we are talking about the leadership, the leader develops an ability to influence the others in the sense that is the whatever he wants to do, he develops that particular direction, goal and vision for the others and as a result of which, they can develop this particular style of the influencing others.

**(Refer Slide Time: 02:47)**

## POWER Vs INFLUENCE Vs INFLUENCE TACTICS

Power	Influence	Influence Tactics
<b>Power</b> has been defined as the capacity to produce effects on others or the potential to influence others.	<b>Influence</b> can be defined as the change in a target agent's attitudes, values, beliefs, or behaviors as the result of influence tactics.	<b>Influence tactics</b> refer to one person's actual behaviors designed to change another person's attitudes, beliefs, values, or behaviors.



Now, whenever we talk about influence, many people are unclear about the difference between influence and power because power also develops the ability to get work done by others. However, power has been defined as the capacity to produce effects on others or the potential to influence others. So, in the previous definition, we also want to develop an ability within ourselves when we talk about that.

Moreover, developing the ability within ourselves that is power is why the influence can be defined as the change in a target agent, attitudes, values, beliefs, behaviour, etc. So, therefore, in that case, whatever the target agents are there, the target agents mean, here target agents mean the followers. So, therefore that the change in the target agents that might be the value might change even the attitude.

We also must understand that influence does not need to be the change. Influence can be that the person already has that potential, and by influencing, we are making that person use the influence tactics. Influence tactics refer to one person's actual behaviours.

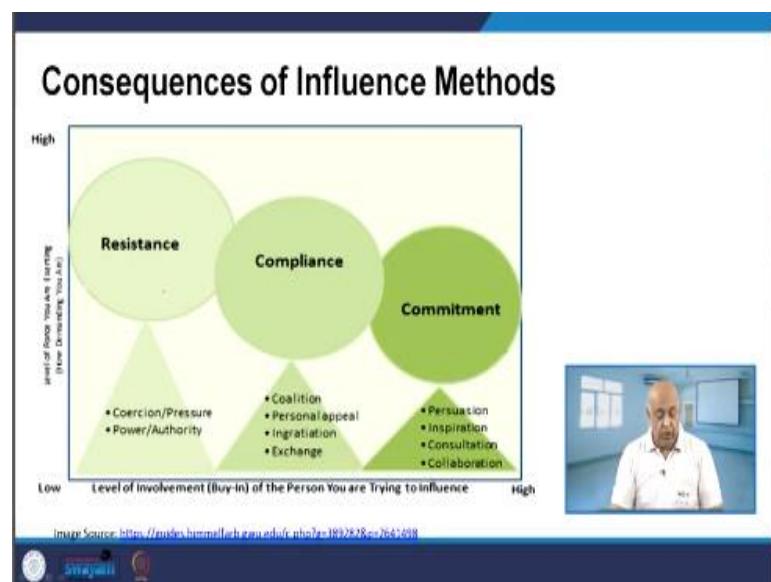
**(Refer Slide Time: 04:17)**

POWER Vs INFLUENCE Vs INFLUENCE TACTICS		
Power	Influence	Influence Tactics
Power is the capacity to cause change	Influence is the degree of actual change in a target person's attitudes, values, beliefs, or behaviors.	Influence can be measured by the behaviors or attitudes manifested by followers as the result of a leader's influence tactics.



So, whatever actual behaviour is there, then that particular activity that influences that will be by using those influence tactics the leader will be successful in influencing others. So, power is the capacity to cause change. It is a cause of the change. Influence is the degree of actual change in the target person's values and can be measured by the behaviours or attitudes; it results from the leader's influence tactics.

(Refer Slide Time: 04:53)



Now, I would like to take this consequence of the influence methods. In the case of the influence methods, you will find that is a level of involvement of the person what the leader is trying to influence that is on the x-axis and the y axis; it is the level you are exerting that is the leader; leader where he is exerting the data particular efforts or influence, we will say from the leader side is there.

So, here in both the cases, whenever we are talking about the level of the environment of the person we are trying to influence and the level for the leader who is exerting these particular influences, then first will be there; there will be the resistance will be there, So, naturally, as we know that there is a resistance to change, whenever the leader is influencing the followers. So, that followers may have specific resistance.

However, here, we are not using any coercion or pressure or power or authority on that person because that level of involvement of the person at the beginning that will be the resistance will be there.

**(Refer Slide Time: 06:23)**

SOURCES OF LEADER INFLUENCE	TYPES OF OUTCOME		
	Commitment	Compliance	Resistance
Referent Power	Likely, if the request is believed to be important to the leader	Possible, if the request is perceived to be unimportant to the leader	Possible, if the request is for something that will bring harm to the leader
Legitimate Power	Possible, if the request is polite and very appropriate.	Likely, if request or order is seen as legitimate	Possible, if arrogant demands are made or request does not appear proper.



However, as we get this particular influence, then in that case of this influence, we will have the compliance, and in compliance coalition, personal appeal and the integration of the exchange is there. Moreover, the third one is the commitment where we are having finally, what happens the commitment becomes high. So, its journey starts from the resistance to the commitment.

Now, this particular power, then we talked about the referent power and different types of the power in our previous session also, likely the request is believed to be important to the leader and compliance will be the in the commitment. In the commitment, if we connect with the power that is the here, it will be essential to be the leader that is a referent power is there.

Whenever we are talking about compliance, the request is perceived to be unimportant to the leader, and the resistance will be to the something that will bring harm to the leader that will

be the resistance. In legitimate power, possible if the request is polite, likely if the requested order is seen as legitimate and possible if the arrogant demands are made, a request does not appear proper.

So therefore, in that case, whenever we are talking about this journey right from the commitment to the resistance, while in the case of the compliance also, then we will find that it is the followers who are having that particular resistance and then, in that case, the rich source of leader to influence will use so, that will be the referent power will be used. Whenever there is resistance to the arrogant demands, then definitely, in that case, the legitimate power will be used.

**(Refer Slide Time: 08:18)**

SOURCES OF LEADER INFLUENCE	TYPES OF OUTCOME		
	Commitment	Compliance	Resistance
Expert Power	Likely, if the request is persuasive and subordinates share the leader's task goals.	Possible, if the request is persuasive but the subordinates are apathetic about task goals.	Possible, if the leader is arrogant and insulting, or the subordinates oppose task goals
Coercive Power	Very unlikely	Possible, if used in a helpful, non-punitive way	Likely, if used in a hostile or manipulative way.
Reward Power	Possible, if used in a subtle, very personal way.	Likely If used in a mechanical, impersonal way.	Possible If used in a manipulative, arrogant way.

Source: <http://www.edunova.com/powers>



So, here, the leader can use either the referent power or he can use about the legitimate power, legal power he can use. Now, the following power is that is about the expert power. So, if there is resistance, arrogance and insult, or the subordinate is opposed to goals, the leader will use them to influence and use expert power. Expert power will be used if the request is persuasive and subordinates share the leader's task goals.

In the case of this compliance by the follower, persuasive and the subordinates are apathetic about task goals are there. Coercive power, if used in a cruel and manipulative way, the commitment will be doubtful, and compliance is possible if used in a helpful and non-punitive way if we are using coercive power. In a manipulative, arrogant way, the reward power is resistance, then possible if used in a very personal way, the reward power used.

Moreover, compliance will be if used in a mechanical or impersonal way. So therefore, according to the type of resistance the follower faces, the leader can use the appropriate power to influence the follower.

(Refer Slide Time: 09:49)

The slide has a dark blue header and footer. The title 'Four Generalization about Power and Influence' is in bold black font at the top. Below it is a bulleted list of four points:

1. Effective leaders typically take advantage of all their sources of power.
2. Leaders in well-functioning organizations are open to being influenced by their subordinates
3. Leaders vary in the extent to which they share power with subordinates.
4. Effective leaders generally work to increase their various power bases or become more willing to use their coercive power.

At the bottom right of the slide is a small video thumbnail showing a man in a white shirt. The footer contains three small icons and the number '9'.

When it matches the style of resistance and the use of power is matching, you will find that the compliance is more and commitment is high. The four generalizations about power and influence are: influential leaders typically take advantage of all their power sources, and leaders in well-functioning organizations are open to being influenced by their subordinates.

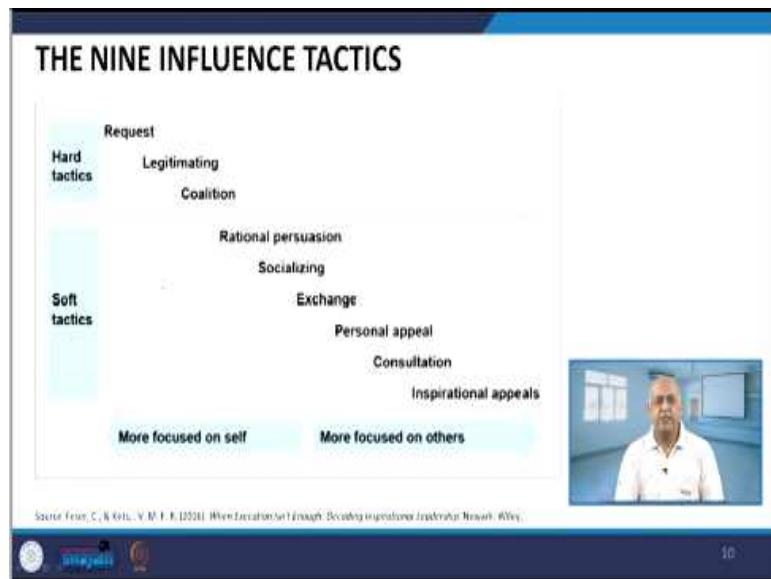
Leaders vary in the extent to which they share power with their subordinates, and influential leaders generally work to increase their various power bases or become more willing to use their coercive power is there, and therefore, in that case, it is a match; match between the power and influence. That power and influence have to be used appropriately with the particular follower.

Furthermore, whenever the resistance is there, and you are matching the power, then definitely in that case, what extent do you use it, it also you have to take care of. Furthermore, if we are using that power in the right way, then definitely in that case, you will find that you are willing to make more and more use of that power.

Moreover, you will learn with the product experience what important is that you should know that is in a what type of commitment you want to generate in your followers, what type of

compliance you want to generate in your followers, so then what type of the power I have to use.

**(Refer to Slide Time: 11:19)**



So, once you know these five types of powers, you will be able to get the power of influence, and the power will be part of influence tactics. So, it is a request legitimizing the brutal tactics, and the coalition is there. The soft tactics are rational persuasion, socialization, exchange, personal appeal, consultation, and emotional appeals. They are more focused on themselves and more focused on others.

So therefore, in that case, whenever we are talking about emotional appeals, I would like to take the emotional appeals first. So, therefore, they are more focused on others, and these soft tactics which we are talking about inspiring others will be the best situation in any organization whenever the leader when using the soft tactics and the soft tactics which are having a cordial environment.

The organization's culture will be very influential, and therefore, we have to go for the inspiration, but inspiration will not be used but the coercive power; it has to be by the socializing.

**(Refer Slide Time: 12:49)**

## HARD vs. SOFT TACTICS

- The **Hard tactics** on the left are simple and straightforward. Leaders carry them out simply by building on their own perspectives.
- The **Soft tactics** on the right are more complex and require the ability to influence based on the followers' perspectives, characteristics, and *inner motivators*. We review them in turn.



What I will suggest that is in the using of the soft tactics, the first is that is you go for the socialization, and when you go for the socialization, you will understand that is the what is the level of maturity of your follower and then accordingly, you will use the inspirational tactics. I want to give the example of whether the money is used for rewards, monetary rewards or non-monetary rewards. So, by socialization, you will understand which type of reward will work.

So, these complex and soft tactics that we are using have to be very cautiously used, and therefore, a leader requires the ability to understand the follower's perspective, which I was giving the example of the monetary and non-monetary is there. So therefore, in that case, the follower's perspective, character, and inner motivation are critical.

If; that is why the socialization process is essential, and interaction, communication, and informal meetings are essential. So, therefore, a simple example is that is about the tea club. And then in that case, whenever you interact over a cup of tea, so many things, which you will be new knowledge about the follower's perspectives and characteristics and then definitely by making the proper tactics you can use.

**(Refer Slide Time: 14:18)**

## HARD TACTICS

1. REQUESTING is probably the simplest influence approach. Requesting is when the leader uses simple demands to get others to take action. It is the influence approach at the core of "command and control" leadership.
  - Requesting—often referred to as "**pressure tactics**" in academic papers—is based on the principle of authority, meaning that people tend to obey authority figures.
  - Typical statements by a leader using requesting are:
    - "I want you to inform Jack that. . ."
    - "Could you please call Frank and . . .?"
    - "I did ask you to inform him. Have you had a chance to do it?"



12

Now, we will go first for the brutal tactics and how to use these tactics. The most straightforward influence approach, so requesting, is when the leader uses simple demands to get others to take action; the influence approach is the core of command and control leadership. So, nowadays, you see that is even superior when instructing the subordinate, he talks about that is I will request you that you do it within time.

So therefore, in that case, it is the instruction, but the word will be used that is the request. So, therefore, the message goes to this follower that a request is there. Like I want you to inform Jack that, could you please call Frank? Moreover, I did ask you to inform him. Have you had a chance to do it? So, when it is not like this that I did ask you to inform him whether you are informed or not.

No, this is not the terminology or the communication you will use. So, that is the; have you had a chance to do it? So therefore, it is very polite. Whenever the polite is there, we will say that the leader is influencing the follower's behaviour by the requesting, but you will say that why it is requesting is into the brutal tactics is there. So, requesting is a brutal tactic because it is tough to follow.

Implementing these tactics is tough, so this is why the brutal tactics are there, and the second tricky tactic is legitimizing tactics.

**(Refer to Slide Time: 16:10)**

## HARD TACTICS (Cont.)

2. **LEGITIMIZING TACTICS** occur when agents make requests based on their position or authority. For instance, when leaders show that what they want is consistent with policy, procedure, or company culture.
- Typical statements by a leader using legitimizing tactics include:
    - "According to policy, all air travel must be...."
    - "The CEO has asked me to look into...."
    - "As you know, it is a standard practice that...."



When agents make requests based on their position or authority, for instance, when leaders show that what they want is consistent with the policy, procedure or company culture, so, therefore the legal background of the leader will be making this type of these situations. The typical statements by the leader using legitimate tactics include according to policy.

So, all air travel must be and therefore, that is what suggests all air travel must be by economic class. So therefore, this particular statement that will talk about that is the, there is a legitimizing request, you can say, and here the follower gets influenced by these a type of these statements that is this is the policy, and he has to follow. This is what the ruling boss has told them; this is the rule that he has to do if they want to continue in that organization.

(Refer Slide Time: 17:14)

## HARD TACTICS (Cont.)

3. **COALITION TACTICS** differ from consultation in that they are used when agents seek the aid or support of others to influence the target. Coalition tactics include creating a network of supporters to extend the leader's power base, building consensus, defining a group position, or creating an "us-versus-them" situation.
- Typical statements by a leader using coalition tactics are:
    - "Jack and I both think that...."
    - "Everyone on the finance team says...."
    - "As a team, we have decided that...."



The CEO has asked me to look into, no, no, no this type of the words, then definitely they are becoming the highly legitimating words are there because already the hint has been given that is the that CEO is intent to do this. So, you have to do this. The third tricky tactic is a coalition tactic from consultation in that they are used when agents seek the aid or support of others to influence the target, that is, a follower, we say.

Coalition tactics include creating a network of supporters to extend the leader's power base. Now, here I would also like to mention the word that whenever the word has been influenced the target so, the target is what? Target means that I am, for your understanding, the follower, but the target means this subordinate so because he is not a follower. Why he is not a follower, and the target has been a word used?

When he follows whatever influence you are doing, he will become the follower, so these us versus them situations are there, like Jack and I think. So, therefore, everyone on the finance team says so; therefore, what is the approach? The leader's power base is being used; group positions create a particular situation in which we say that is the management. Management has thought that as a team, we have to do this.

**(Refer Slide Time: 18:43)**

**SOFT TACTICS**

4. **Rational persuasion:** It occurs when an agent uses logical arguments or factual evidence to influence others. To make a case using rational persuasion, leaders rely on having the knowledge or expertise to present facts analytically or they provide charts, graphs, data, statistics, photographs, or other forms of proof.

- Typical statements by a leader using rational persuasion tactics are:
  - "The company's transformation is necessary to achieve growth, to reduce costs, and to beat the competition."
  - "Given the data available, the most logical approach is."
  - "I want you to take action. The facts suggest three reasons for moving ahead..."

So therefore, in that case, it is always that is the yes, we are supposed to do these things . So, then, in that case, that will be the communication by saying that is the yes, this group has decided like this. Then the rational persuasion is really in the soft tactics; this is becoming very logical, and most the leaders use this rational persuasion.

When an agent leader uses logical arguments or the factual evidence to influence others so, therefore, in that case, the other logical arguments are there to make a case using rational persuasion and leaders rely on having the knowledge or expertise to present facts analytically, or they provide the charts, graphs and data statistics, photographs or other forms of the proof is there.

So, therefore, in that case, you will find that is the, here it is, the logical arguments are there. At the workplace, whenever we talk about the influence to target, I think this rational persuasion is becoming more and more logical. So, given the available data, the most logical approach is justification.

(Refer Slide Time: 20:13)

### SOFT TACTICS (Cont.)

5. **SOCIALIZING:** It occurs when an agent attempts to get you in a good mood before making a request. Socializing uses praise and flattery before or during an attempt to get others to carry out a request or support a proposal. Academic papers sometimes refer to socializing as "ingratiation."

- Typical statements by a leader using socializing tactics are:
  - "I am very impressed by what you have achieved. That really shows lots of commitment and dedication. It would be great if you could."
  - "I see the problem exactly the same way. . ."



36

If we give the justification for any particular instruction or advice or any order, then definitely, in that case, we will be more likely to comply. Then the socializing is there. I emphasize this more; hopefully, most of you are taken this particular subject because this is from the HR orientation, human resource orientation. So, that human resource orientation is about socializing.

So, if you want to learn and practice that human resource approach, then socialization is a must, and I am sure most of you must have that socialization process. So, whenever the agent means leader, he is not still a leader because he tries to influence. Once the influence is done, he will be a leader, and the target will be a follower. That is why the author has used the word agent here.

To get you in a good mood before making a request, socializing uses praise and flattery before during an attempt to get others to carry out a request. So, you start with the praise, Oh, your handwriting is excellent, you are very sincere, you are very punctual, you are very. So, that is the praise and flattery you are starting to, and then you make a proposal that is the, that you complete this report. Would you like to be a part of this project? Furthermore, the academic paper sometimes referred to socializing as ingratiation.

(Refer to Slide Time: 21:42)

### SOFT TACTICS (Cont.)

6. **EXCHANGE:** influencing a target through the exchange of favors is labeled **exchange**. With exchanging, leaders give something of value to the people being led in return for getting something they want.  
Exchanging is based on the concept of reciprocity.
  - Typical statements by a leader using exchanging tactics are:
    - "In return for participating in this employee survey, I will send you the aggregated results."
    - "If you support the decision, I will support your request..."



Moreover, therefore, in that case, this type of this practice, whenever you are using so, you are supporting more and more the socialization process is there, and I will suggest this particular soft tactic to make the best use of it wherever possible and find out the opportunities to adopt these socializing process. Then the exchange: influencing a target through favours exchange is levelled.

So, therefore, in that case, exchanging leaders gives something of value to the people being led in return for getting something they want. So, therefore, here, you have to understand what your follower wants and what is the demand. Sometimes demand more, so asking him directly may be risky, but understanding and then fulfilling that demand will be a more effective technique.

I will send you the aggregated results for participating in this employee survey. I do not know how influential it will be because the people may be interested in that aggregated results, people may not be interested in aggregated results, but yes, if there is a demand is there, then definitely, this concept of reciprocity will be justified.

**(Refer Slide Time: 23:14)**

### SOFT TACTICS (Cont.)

7. **PERSONAL APPEALS:** Agents use **personal appeals** when they ask another to do a favour out of friendship.
  - Typical statements by a leader using personal appeals are:
    - "You and I go back a long time in this company. I'd really like your help on."
    - "I need to ask you for a favour . . ."
    - "Can I count on you guys making . . . ?"
8. **CONSULTATION** is even more focused on others. Participative leadership is a form of consultation. Consultation means asking others to help the leader arrive at an acceptable solution, appealing to others' expertise, asking for input, probing for feedback, inviting others to participate or become involved in a process.



Otherwise, whatever the results you are having, you are doing the survey, and whatever results you are making, and I do not bother, then that will not be the proper influence technique. The personal appeals are there. Agents use personal appeals when they ask another to do a favour out of friendship, and typical statements by a leader using a personal appearance are, you and I go back a long time in this company, I would like you to help on.

So, you know, you are influencing that particular person by making a personal request to that particular target. So, we are asking him for a favour. I need to ask you for a favour, and therefore, in that case, whenever we are talking about personal appeals, we are asking for a favour from the person personally; favour is there. Consultation: it is also a formal process in very nice process on the others.

Participatory leadership is a form of consultation. Consultation means asking others to help the leader arrive at an acceptable solution, appealing to others' expertise, asking for inputs, providing feedback, inviting others to participate, or becoming too involved in a process.

**(Refer Slide Time: 24:40)**

## SOFT TACTICS (Cont.)

Typical statements by a leader using consultation tactics are:

- "My suggestion is that we do XYZ. What would you suggest?"
- "In your opinion, what would be the advantages and disadvantages?"
- "Knowing the industry, do you see a merger as the best choice?"

**9. INSPIRATIONAL APPEALS:** Last come inspirational appeals, the core ingredient of inspirational leadership. Leaders using this tactic appeal to people's values and ideals or seek to arouse their emotions to gain commitment for a request or proposal.

- A leader using inspirational appeals might say:
  - "You're the best one to handle this negotiation because you care about being both business like and environmentally sensitive."



Moreover, therefore, in that case, it is always essential that you involve more and more people because you see that is the input which you will be getting or maybe as the feedback you are getting then, definitely that that will be helping you to the creation of your vision and achievement of the goal. Typical statements by a leader using the consultation tactics are : I suggest that we do XYZ; what do you suggest?

In my opinion, what would be the advantage and disadvantages? Moreover, knowing the industry, do you see a merger as the best choice? So, whenever you are getting actually what in all the three questions statements, you will find what is expected is there that is the question mark is there, and you are getting the opinion from the others and by getting that opinion from the others that is the consultation process, and you will get the ideas.

The last one is emotional appeals. So, in the true sense, that is the leader's influence. The last step comes emotional appeals, the core ingredients of inspirational leadership; leaders using these tactics appeal to people's values and ideas to arouse the emotions to gain commitment to a request or a proposal. So, whatever you want to get done from the particular person and when you are making this appeal, then definitely, in that case, these are connected with the emotions.

Furthermore, a leader using inspirational appeals might say that you are the best to handle this negotiation because you care about being both business-like and environmentally sensitive. So, therefore, in that case, it is a very, very emotional appeal and emotionally connects that is you are caring about the being both business and therefore, in that case, the

person feels personally responsible, he wants to do that, and therefore, in that case, that is becoming the more and more influential to the target.

(Refer Slide Time: 26:26)

## Tactics to Increase Influence

- Offer assistance
  - Decrease workload, improve quality of work, help with goal attainment, or make others feel appreciated
- Stand out as a source
  - Offer valuable information, resources, or expertise
- Step in to resolve conflicts
  - Guide the team toward a common goal; solve problems to keep the team on track
- Persuade team members think differently
  - Frame issues in different ways to lead to discovery of alternate solutions or new opportunities

Source: <http://guides.hrsa.hrsa.gov/cdm/plus/gp-589282&ca=2141498>



The tactic is to increase influence; these are the nine tactics we are talking about: how to influence others. Now, whenever we are talking about the offer assistance, decreasing workload. So, therefore, what happens by using these tactics; what do we do? Decrease workload, improve quality of work, because the two brains are better than one and help with the goal attainment or make others feel appreciated.

Furthermore, they stand out as a source of valuable information resources or expertise. So, therefore, that is, you become a particular source and then step in to resolve conflicts and persuade team members to think differently is there. So therefore, in that case, if there is a conflict that is also resolved and when team members think differently, this leads to the discovery of alternative solutions or the new opportunities you are creating.

So, naturally, when new opportunities are created, your target, which is converted into the follower, will like to grab those particular opportunities.

(Refer Slide Time: 27:56)

## Tactics to Increase Influence

- Go above and beyond
  - Collaborate, contribute to individuals, and support the team
- Show interest in others
  - Indicate your understanding of other people's needs and interest



Source: <http://gooru.org/resource/5b92026a-2041408>

By getting those opportunities, the relationship between this agent and target will be much better, and therefore, whatever the conflicts they were having, those conflicts will be resolved. Another tactic to increase the influence is to go above and beyond, collaborate, contribute to individuals and support the team. That is a team orientation.

Whenever you have the team orientation in your behaviour and not it is me, you might be in the leadership position, but it is not like this that is your approach is like that is me towards me, rather than your approach is towards me the team. So, show interest in others. So, indicate that your understanding of other people's needs and interests is there. So, as you identify their needs, wants, and desires, you can adopt the proper motivational techniques accordingly.

(Refer Slide Time: 28:56)

**RESEARCH PAPER**

**CONSEQUENCES FOR MANAGERS OF USING SINGLE INFLUENCE TACTICS AND COMBINATIONS OF TACTICS**

**CECILIA M. FALBE**  
**GARY YUKL**  
State University of New York at Albany

**Purpose**

- The study involved analyses of incidents described from the perspective of the targets of influence attempts. We coded influence behaviour in the incidents into nine tactics and classified outcomes as Commitment, Compliance, or Resistance. Author conducted the study to learn more about the likely outcomes of using different influence tactics alone in various combinations.

A small video thumbnail in the bottom right corner of the slide, showing a man with a beard and white shirt speaking.

Furthermore, the proper motivational techniques you will be implementing will become very successful in influencing others. So, by using these tactics, I am sure that you will learn how to make effective leadership is there. This paper consequences for managers of using single influence tactics and the combination of tactics is there, and this is a state in the city of New York, by professor Cecilia Falbe, and Yukl is there.

Moreover, by studying this research paper, I am sure that you will be able to find out that is the how these targets are influenced, which coded influence behaviour in the incident into nine tactics which we are discussed and the research has been done and this has been published in the Journal of the Academy of Management Journal to learn more about the likely outcomes of using different influence tactics alone in various combinations are there.

Moreover, in that case, this particular research paper has the purpose of how these nine tactics will be used. It will make you more and more understanding.

**(Refer to Slide Time: 30:17)**

### Design and Methodology

- Yukl and Falbe analysed the frequency of influencing approaches by gathering (n=504) influence-related incidents from 95 evening MBA students at a large state university.
- The students worked in regular jobs during the day at a variety of large and small private companies and public agencies. Nearly half the students were managers, and most of the rest were non-managerial professionals.
- Critical Incidents were used to investigate the outcomes of influence attempts. In contrast to analysis based on questionnaire, analysis of individual influence attempts makes it possible to assess the effectiveness of each tactics used alone or in combinations

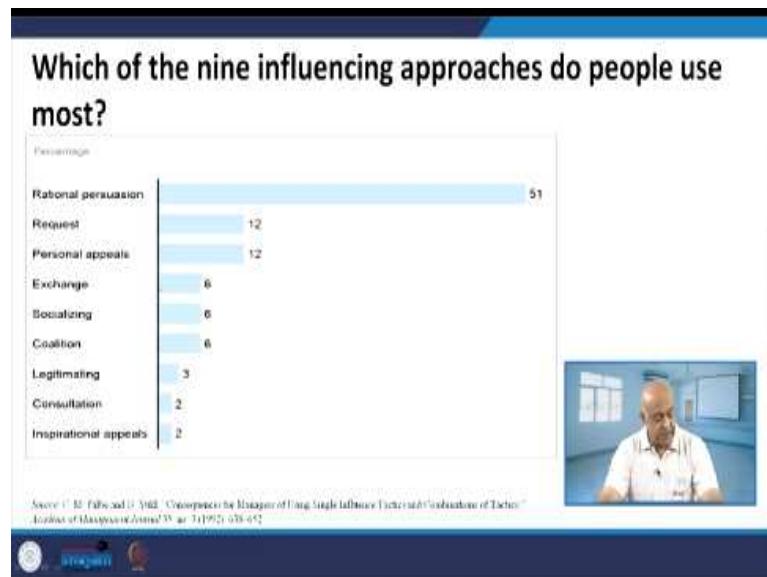


Notably, in this research, a limited incidence of 95 evening MBA students, so that is a 95 evening MBA students, means they are the working executives are there at a large state university, and these students worked in regular jobs during the day at a variety of the large and small private companies and public agencies. Nearly half the students were managers, and most of the rest were non-managerial professionals.

So, when almost the 45 were the managers and the rest of the 45, 50 were the non-manager professionals, and the critical incidents were used to investigate the outcomes of influence

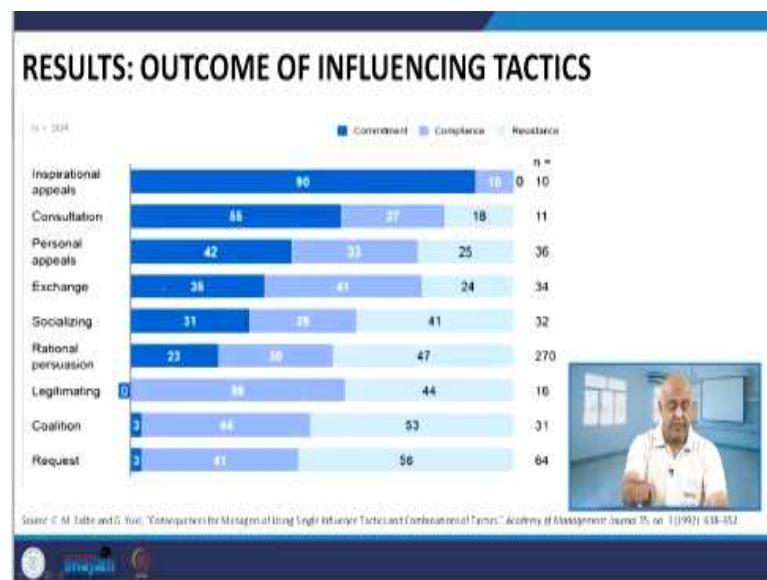
attempts in contrast to analysis based on a questionnaire, analysis of individual influence and attempts are made.

(Refer to Slide Time: 31:16)



In this particular study, you will find which of the 9 influencing approaches do people use most so, that is, rational persuasion. I mentioned at the beginning itself of the session that is this is the most appropriate and proper method to influence the other, and the request is 12 personal appeals, 12 exchanges, socializing, the coalition is 6, legitimating is 3, consultation is two and inspirational appeal survey two and therefore, here the people are using the minor inspirational appeals or the emotional appeals. They are going more by the rational persuasion is there.

(Refer Slide Time: 32:05)



However, whenever we talk about the team and effectiveness, then these emotional appeals as you see that is the 90 is the commitment, it is the result that is the emotional appeals are creating the 90 is the commitment is created; compliance is ten and resistance are 0. While in consultation, it is committed is the compliance is 27, 33 41 28 30 56 44 and 41 is there; in the case of the request is becoming the compliance is a list in the case of the request and in the rational persuasion, the compliance is 30.

However, in the inspiration appeals, the compliance is changed, but the commitment is 90. Now, you see that is the; we have to see that is the how on balance the balances required right. So, here, I find, I analyze this data. The exchange is the 35 and 41. I think this is becoming the more appropriate; however, the resistance is the 24 is their resistance.

So, in the personal appeals and exchange here, they are creating a balance more than the only emotional appeals because the emotional appeals commit, but compliance is low. As far as the request is concerned, the significantly lesser commitment is there, and the resistance is 56; the highest resistance is there in the case of the request. So, therefore at least we can learn from this particular study. However, every study is with a particular culture and context to be here to get the idea.

And then if you say that is at my workplace, what should be the influencing tactics, so, when you call us for the survey, you give us the consultancy call us for the survey, the surveys we will do. Otherwise, you can do it. You can go by these nine tactics; please do the survey, find out in your organization which tactics are becoming more and more successful, and then decide accordingly.

**(Refer to Slide Time: 34:35)**

## Case Study: The Persuasion Imperative

At one point in time, bosses gave orders and subordinates followed them without question. Those of you who have seen the AMC series Mad Men—based on Madison Avenue marketing executives in the 1960s—will know this image of deference to authority, obedience to those higher up in the hierarchy, and relationships between supervisors and employees that are highly paternalistic. With time comes change. Shifting cultural values is the way managers use their power. Commandments are out. Persuasion is in.

When IBM manager Kate Riley Tenant needed to reassign managers and engineers to form a database software team, she had to persuade IBM employees from all corners of the globe, none of whom directly reported to her.



(Refer to Slide Time: 34:40)

## Case Study: The Persuasion Imperative

According to Tenant, it's a big change from when she started in the field 20 years ago. "You just decided things, and people went off and executed," she said. Now, "not everybody reports to you, and so there's much more negotiation and influence." John Churchill, a manager with Florida-based Gerdau Ameristeel Corporation, agrees. The question now, he says, is, "How do I influence this group and gain credibility?" At IBM, the challenge of persuading employees across reporting relationships has become so significant that the firm developed a 2-hour online course to help managers persuade other employees to help with projects crucial to its business.

IBM's tips for managers include the following:

- Build a shared vision.
- Negotiate collaboratively.
- Make trade-offs.
- Build and maintain your network.



(Refer to Slide Time: 34:43)

## Case Study: The Persuasion Imperative

Despite meeting initial resistance, after completing the training program, Tenant was able to persuade most IBM managers and engineers to join the team.

This doesn't mean authority has lost all its power. Robert Cialdini, a social psychologist who has studied persuasion for decades, lists authority as one of his keys to influence. Even more important may be "social proof"—Cialdini and others have found that people are often deeply persuaded by observing what others are doing. From his research, no message more effectively got hotel guests to reuse their towels than citing statistics that others were reusing their towels. If you're a manager who needs to persuade, present the vision behind the request and be collaborative, but it also wouldn't hurt to tell those you're trying to persuade about others who have already agreed to your request.



As usual, this is a case study, which you can refer to and give you which technique is the most useful.

(Refer Slide Time: 34:44)

## Case Study: The Persuasion Imperative

### Question:

1. Again based on the chapter, are there other keys to persuasion and influence that might be added to the IBM program?
2. If you had a manager who wanted you to do something against your initial inclination, which of IBM's elements would work best on you? Why?



Similarly, this will be the assignment for you. Are the other keys to persuasion and influence that might be added to the IBM program? If you had a manager, you wanted to do something against your initial inclination. So, what do you want to do?

(Refer to Slide Time: 34:59)

## BOOK RECOMMENDATION:

### Influence, New and Expanded: The Psychology of Persuasion

Authors: Robert B. Cialdini  
Publisher: Harper Business; Expanded ed. edition (May 4, 2021)  
Language: English  
Paperback: 592 Pages  
ISBN: 0062937650

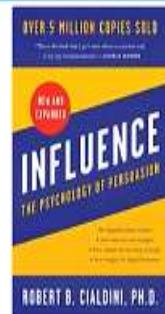


Image Source: [https://images-na.ssl-images-amazon.com/images/I/0510PCy60L.\\_SX327\\_BO1,204,203,200\\_.jpg](https://images-na.ssl-images-amazon.com/images/I/0510PCy60L._SX327_BO1,204,203,200_.jpg)

30

(Refer Slide Time: 35:06)

## BOOK RECOMMENDATION:

In the new edition of this highly acclaimed bestseller, Robert Cialdini—New York Times bestselling author of *Persuasion* and the seminal expert in the fields of influence and persuasion—explains the psychology of why people say yes and how to apply these insights ethically in business and everyday settings.

You'll learn Cialdini's Universal Principles of Influence;

- |                               |   |
|-------------------------------|---|
| 1. Reciprocation              | 5. Authority                                    |
| 2. Commitment and Consistency | 6. Scarcity                                     |
| 3. Social Proof               | 7. Unity, the newest principle for this edition |
| 4. Liking                     |   |

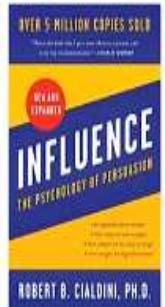


Image Source: [https://images-na.ssl-images-amazon.com/images/I/0510PCy60L.\\_SX327\\_BO1,204,203,200\\_.jpg](https://images-na.ssl-images-amazon.com/images/I/0510PCy60L._SX327_BO1,204,203,200_.jpg)

31

This is the influence book, new and expanded: the Psychology of Persuasion. This, you can refer to, and these are the; you will learn about the principles of the seven principles of influence. You can use this.

(Refer to Slide Time: 35:25)

## References

- Hughes, R. L., Ginnette, R. C., & Curphy, G. J. (2012). LEADERSHIP: enhancing the lessons of experience. In LEADERSHIP: enhancing the lessons of experience.
- Robbins, S. P., & Judge, T. (2007). Organizational behavior. Upper Saddle River, N.J.: Pearson/Prentice Hall.
- Falbe, C. M., & Yukl, G. (1992). Consequences for managers of using single influence tactics and combinations of tactics. *Academy of management journal*, 35(3), 638–652. Doi:10.2307/256490
- Source: <https://www.iedunote.com/power>
- Source: <https://guides.himmelfarb.gwu.edu/c.php?g=389282&p=2641498>
- Source: Feser, C., & Kets, . V. M. F. R. (2016). *When Execution Isn't Enough: Decoding Inspirational Leadership*. Newark: Wiley.



So, you can find out the other literature on how to influence the power of influence for the leadership. As usual, these are the detailed references. Please refer to these references for further studies. Moreover, this is all about influence and leadership. Thank you.

**Leadership and Team Effectiveness**  
**Prof. Santosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology – Roorkee**

**Lecture – 20**  
**Leadership and "Doing the Right Things"**

Now, a fascinating topic. Today, we are discussing in this particular session that is doing the right things.

**(Refer Slide Time: 00:39)**

**Content**

- Leadership and "Doing the Right Things"
- Moral Leadership
- Five Ways to Develop Moral Leadership
- The state of moral leadership today
- Inclusive Leadership
  - Six traits of an Inclusive leader
  - Tips to boost inclusive leadership at work
- Understanding Theory X and Theory Y
- Shared Leadership
- Research Paper
- Case Study
- Book Recommendation
- References



Moreover, here, we will talk about leadership and doing the right things, moral leadership, five ways to develop the moral leadership, the state of moral leadership today, inclusive leadership, six traits of an inclusive leader, tips to boost inclusive leadership at work, understanding the theory X and theory Y, shared leadership and the as it is, we will be talking about the research paper, case study, book recommendations and giving you the references for the further studies.

**(Refer Slide Time: 01:00)**

Leadership cannot just go along to get along...  
Leadership must meet the moral challenge of the day.

Jesse Jackson



So, it is not the leadership; it is just to go along to get along; it must mean the moral challenge of the day, and therefore, it is very interesting in that case. So, it is not by hook or crook. The message is that we have to go with our leadership, and to influence and get things done or get along with others, the moral challenge has to be met.

(Refer Slide Time: 01:35)

### Leadership and "Doing the Right Things"

- There is a distinction between leaders and managers that says leaders do the right things whereas managers do things right.
- The phrase *doing what is right* sounds deceptively simple. Sometimes it takes great moral courage to do what is right, even when the right action seems clear.
- Leaders set a moral example to others that becomes the model for an entire group or organization, for good or bad.
- Leaders who themselves do not honor truth do not inspire it in others.



Moreover, therefore, how we can go morally with influencing our followers. So, doing the here is the right thing. So, we have to be very careful not to follow whatever requirement is to be met. Often, the leader is pressured to influence others, get work done and adopt unethical practices. So, that is to be avoided.

So, there is a distinction between leaders and managers that says leaders do the right things, whereas managers do the things right. Furthermore, therefore, I always keep on saying these

things. So, those leaders have to do the right things. Moreover, managers do whatever has been told to them, which sounds deceptively simple; it takes great moral courage to do what is right even when the correct action seems clear.

Leaders set a moral example to others. So, that becomes the model for the entire group or organization, and the leaders who do not honour truth do not inspire it in others. This is also very important. I remember when I was a labour officer when my first boss told me that if it was possible to do while negotiating with the union if it is possible to do so, then say yes.

(Refer Slide Time: 03:06)

### Moral Leadership

- Moral leaders, are the individuals who direct, motivate, organize, creatively manage, or in other ways move groups towards morally valuable goals.
- Leaders might be in position of authority within a corporation, or they might not be.
- Leadership can be shown by individuals participating at all levels of organizations.
- Moral leadership is providing values or meaning for people to live by, inspiration to act and motivation to hold oneself accountable.

Image source: <http://www.brightspark.com/teaching-moral-leadership.html>



Moreover, otherwise, do not say that to get the negotiation done, wage agreement is done, do not say yes, because later on, you will not have the face to show you are leaders, union leaders and then, in that case, you will lose that moral forever. So, that lesson is about moral leadership. So moral leaders are the individuals who direct, motivate, organize, creatively manage or, in other ways, move groups towards the morally worthwhile goals are there.

So therefore, in that case, this is that motivation is very, very important. So, individuals who are becoming these leaders' position of influencing others should motivate others to follow the right things are there, and the leaders might be in a position of authority or may not be. So sometimes he is in authority, sometimes it is not the positional power, which can be used by individuals participating at all levels of the organization.

It is not only at the few levels, but rather, it has to be at all the levels. So moral leadership provides values or meaning for the people to live by, inspiration to act, and motivation to hold oneself accountable.

(Refer Slide Time: 04:36)

### Five Ways to Develop Moral Leadership:

#### 1. Identity a set of values

- Moral leaders guide themselves with values and ethics that they develop over time and with experience.
- Examples of values include integrity, respect, accountability, community, inclusion, fairness and service.

#### 2. Manage your ego- Moral leaders have a sense of self and are not threatened by others. But they also recognize that their self is not the most important thing and that leadership is not about them. Leadership is about serving others. It is not about you or your interests. True leaders value other people and put the interest of others first.



Source: <http://www.edutain.org/ppt/201903-041.pptx>

Furthermore, I tell you that the leadership journey will go long whenever you have moral leadership. If you do not have moral leadership, after some time, in the beginning, you will go fast, but one day, there will be an accident; if you have moral leadership, you may go slow, but definitely, you will reach your destination.

So, being like a driver's seat is a leader; we have moral values and identify a set of values. So, moral leaders guide themselves with values and ethics that they develop over time and with experience. Furthermore, this is true. As time moves, we decide that is when we learn the importance of moral values, because at a young age or the beginning or inexperienced persons especially, so, they were more anxious to give the results, but that is not correct.

The second is to manage your ego. So, leaders have a sense of self and are not threatened by others, but they also recognize that themselves are not the most important thing and that leadership is not about them. So, leadership is about serving others; it is not about who you are or your interest. That is why servant leadership and true leaders value other people and put the interest of others first. This is very important that whatever leadership is, there is not for the self.

(Refer Slide Time: 06:06)

## Five Ways to Develop Moral Leadership:

### 3. Consider diverse groups of people, and include their views

- Leaders do not impose their values on others. They consider other people's values. They interact with and understand others. The combination of their values and the values of diverse groups inform a vision for a better future.

### 4. Embrace change

- People seek moral leadership when they want change. Leaders don't fear change. They have the courage and conviction to share a vision to try and bring about positive change.



Source: <http://www.welcomenow.org/media/20390/1-way-moral-leader>

I always said that the leaders generally are not working to achieve any goal for themselves. They are working for others; they inspire others; they want to do this; a simple example is this society. They work for society. There is a cause to serve the society, and that is the leadership is a mechanism to serve the society. Considering the diverse group of people and including their views, leaders do not impose their values on others; instead, they consider other people's values.

So, when you want to get the people along with you, you have to consider them, and when you understand them, then definitely by these making these understanding, you are creating a team. So, people seek moral leadership when they want to change. So, therefore, in that case, they become very much moral because they know it is this moral leadership that will be appreciated.

Leaders do not fear change. They have the courage and conviction to share a vision to try and bring about the positive changes there. So therefore, this courage and conviction that is making them more effective.

**(Refer Slide Time: 07:35)**

## Five ways to develop moral leadership:

### 5. Build consensus, and establish unity

- It is rare that everyone will be onboard with your opinion or views (learn about the 20-60-20 rule). A leader listens to people with different views.
- A leader knows not to try and win everyone over.
- Leaders also know not to create divisions.
- Moral leaders do their best to communicate a purpose that can inspire as many people as possible to want to take part in enacting positive change for the greater good.
- Moral leadership is something everyone can strive for. It can be difficult to attain, but it is worth the challenge for yourself and those around you.

Source: <https://www.weforum.org/agenda/2013/07/5-ways-moral-leader/>



So, if they have any goal or target with the followers, they will have the courage. They will not shy away from this because it aims to hear the moral value. Whenever we build the consciousness and establish unity, everyone will rarely be on board with your opinion or views. We have talked about personalities, and they are different types of personalities.

So, every personality has his process of thoughts. So, therefore, in that case, a leader should learn at 20-26-20 rule. A leader listens to people with different views is there. So, there will be; 20 will be highly strongly favourable to you; 60 will be the moderate favourable to you, and 20 will oppose you. A leader knows not to try and win everyone over.

Leaders also know not to create divisions. It is essential, do not to create divisions. Otherwise, the dividend rule is a trendy phrase used by these Britishers. However, then, later on, the data is not worked. Moral leaders do their best to communicate a purpose that can inspire as many people as possible. Moreover, moral leadership is something when can strive for. It can be challenging to attend, but it is worth doing and exercising.

**(Refer Slide Time: 09:06)**

## The state of moral leadership today

### Innovation and Creativity:

- Employees say managers who behave like moral leaders (treating people with dignity, showing humility so others can shine, etc.) are eight times better at encouraging innovation and creativity.
- **Lower Risk:** We have not always recognized that the wrong kind of leadership is a measurable risk area in business. Yet, employees recognize things go wrong when those in positions of formal authority don't have moral authority.
- **Better Performance:** Employees want moral leadership because they believe it helps them perform better.



Source: <https://www.weforum.org/agenda/2019/08/moral-leadership-future-of-work-in/>

So, our objective or goal should be going toward that particular moral value—another state of moral leadership for us: innovation and creativity. I have found that those who are successful are highly innovative and creative. They will never; they will not get discouraged by these constraints and constants. Through innovation and creativity, they come out with solutions.

So, an employee says managers behave like moral leaders, treating people with dignity and showing humility, so others can shine or yet time better at encouraging innovation and creativity. So, therefore, whenever we are not consistently recognized, the wrong kind of leadership is an immeasurable risk, carry and business. Employee recognizes that things go wrong when their position of formal authority do not have formal moral authority.

So, therefore, if they do not have the moral authority, you are the followers; they know it. Better performance employees want moral leadership because they believe it helps them perform better. And then there is no fear; they are protected, and then there is no risk there. Furthermore, therefore, in that case, whenever we are talking about moral leadership, so, moral leadership is encouraged by innovation and creativity. It lowers the risk. It is increasing the number of followers.

**(Refer Slide Time: 10:35)**

## The state of moral leadership today

- **Expectation for Moral Action:** Moral leadership is not just behaving ethically and standing up for a moral cause. This year, 45% of employees say their CEOs are taking stands on moral issues, but only a quarter of CEOs exhibit the behaviors of moral leadership that generate better performance.
- **A Culture of Doing the Next Right Thing:** Building moral leadership is a company-wide effort. The maximum impact is realized when people across the organization behave as moral leaders in their roles. This requires not only modeling the right behaviors at the top, but also training and reinforcement.



<http://www.weforum.org/agenda/2019/08/moral-leadership-future-of-work/>

So, expectations for moral actions are not just behaving ethically and standing up for a moral cause. This year 45% of employees say their CEOs are taking a stand on moral issues, but only a quarter of CEOs exhibit the behaviours of moral leadership that generate better performance. So, therefore, 45% of CEOs of employees say that it stands on a moral issue.

However, every quarter of them only that is they exhibit the moral leadership; they generate better performance because this is also very common to talk about the moral leadership. However, it is tough to comply with moral leadership—a culture of doing the next right thing. So, building model leadership is a company-wide effort, but actually, it goes from the top to the bottom.

So, whenever moral leadership is there, it will go that is the maximum impact will be there when the person who is at a top know. If he is morally strong, then definitely in the organization culture, you will find everybody has to follow the moral leadership because they know that if they are doing anything wrong, that will affect their results and job.

**(Refer Slide Time: 12:06)**

## Inclusive Leadership

- The capacity to manage and lead a heterogeneous group of people efficiently, while respecting their uniqueness in an empathetic, bias-free way.
  - It's an authentic leadership style that rules out discrimination, bias and favor based on color, race and other protected characteristics and allows employees to feel valued for their own input.
  - They see diverse talent as a source of competitive advantage and inspire diverse people to drive organizational and individual performance towards a shared vision.



<https://www.semanticscience.org/journal/journal-of-semantics>

Because the top, the person is highly moral oriented and whenever you are head of the nation, head of the organization, when he is having the moral strongness, then definitely, in that case, we will find that is it has been given the better and better the results are there—the capacity to manage inclusive leadership. So, whenever we talk about servantly leadership, servant leadership also involves including your followers; those who are your targets are always involved.

Moreover, those days are gone when the leader himself was responsible. Now, the team has collective responsibility and collective leadership. So, here inclusive leadership is whenever you have the different types of people followers, then the culture is different, their different geographical locations there, their nationality is different, then, in that case, the leader has the big challenge.

Moreover, what is required by that leader is that is the identify the talent and then make a competitive advantage and inspire diverse people to work on that particular direction and this organization and individual performance whenever they have that shared vision, collective vision, working together, brother rudeness, then definitely, in that case, they will be more successful, and they will be leading the organization together.

(Refer Slide Time: 13:36)

## Six traits of an Inclusive leader

- **Commitment:** Treat everyone with fairness and respect.
- **Courage:** Engage in tough conversations when necessary.
- **Cognizance of bias:** Be aware of unconscious biases so decisions can be made in a transparent, consistent, and informed manner.
- **Curiosity:** Listen attentively and value the viewpoints of others.
- **Cultural intelligence:** Seek out opportunities to experience and learn about different cultures.
- **Collaboration:** Create teams that are diverse in thinking.



So, six traits of an inclusive leader are under it is a commitment, treating everyone with the fairness and respect, courage, engaging in the tough conversations when necessary, because the sometimes what happens that is your some group members will like to oppose, but then, in that case, that leader requires to have the courage to protect the others. Cognizance of bias that is aware of unconscious bias so that decisions can be made transparent, consistent, and informed.

So, whenever transparency is there, everybody knows why this decision has been taken. As far as the curiosity is concerned, they are listened to attentively and valid the viewpoint of others. Cultural and cultural intelligence seek opportunities to experience and learn about different cultures and collaboration. There is a create teams that are diverse in thinking.

So therefore, in that case, it becomes essential that whenever we are talking about these collaborations, then team building is concerned, then that cultural intelligence and collaboration that will help make that inclusive leadership. So, therefore, in inclusive leadership, the leader has to be very sensitive enough.

**(Refer Slide Time: 15:06)**

## Tips to boost inclusive leadership at work

Here are some best practices for inclusive leaders:

- **Attend an inclusive leadership training:** Through certain activities (e.g. storytelling) you can learn what the most triggering biases are for you and ways to overcome them. You can recall and practice them on a regular basis to stay bias-free.
- **Find a mentor:** Talk to someone with more experience in the area, and who has excelled in managing diverse teams.
- **Ask for feedback:** You can use your 1:1 meetings to discuss openly with your teammates how inclusive your managerial approach is.



<http://resources.workable.com/what-is-inclusive-leadership>

To identify that is the if there is the diversified workforce diversity, and whenever there is a workforce diversity, it is becoming more challenging for a leader to have an inclusive leadership. So, how will this serve? We can boost an inclusion leadership is there because there is a need for this type of training. Many leaders are otherwise good, but they are not following inclusive leadership, which is the formula for success.

So, attend an inclusive leadership training through the specific activities that as storytelling, you can learn what the most you are triggering biases are for you and ways to overcome them. You can recall and practice them regularly to stay bias-free. So, therefore, one is required to be bias-free whenever we talk about inclusive leadership is there. So, find a mentor, always with these training programmes.

We can find out how we can go for this particular leadership style, inclusive leadership is there, and this is to be learned under somebody, and as you practice more and more, you can discuss it openly with your teammates. It is how inclusive your managerial approach is. So, based on this, the training, by working with somebody who is already is help proved to have an inclusive leadership because it did environment that environment also influences the follower.

**(Refer Slide Time: 16:36)**

## Understanding Theory X and Theory Y

- Theory X and Theory Y were first explained by McGregor in his book, "[The Human Side of Enterprise](#)," and they refer to two styles of management – authoritarian (Theory X) and participative (Theory Y).
- The approach that you take will have a significant impact on your ability to motivate your team members. So, it's important to understand how your perceptions of what motivates them can shape your management style

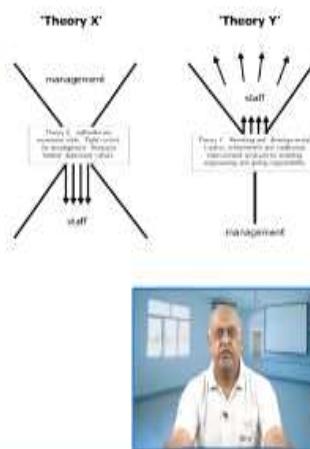


Image Source: <https://researchmethodology.wikidot.com/theory-x-and-theory-y>

So, when the leader has moral values, inclusive leadership, and is more participative, you work with step-up bosses and mentors. So, then, in that case, you also learn and get influenced and then in your future journey, you also follow all these practices. Theory X and Theory Y were the first explained by McGregor in his book, The Human Side of Enterprise, and they refer to 2 styles of management authoritarian.

There is a theory X and the participatory theory, theory Y is there, so, in the case of the authoritarian theory, the approach is, we will talk about that is the people, and there is a requirement of the tight control is there. While in the case of theory Y, you see the direction of arrows, so, therefore, in theory, Y, the people enjoy working, and therefore, they are getting more and more involved.

So, how does your perception of what motivates them to shape your management style? So, first, identify whatever the followers you have. You are having the theory X type of the followers, or you are having the theory Y type of the followers under the flexibility that change is required to be followed by the leader because I mentioned earlier that leadership has to be changed, tune-up.

**(Refer Slide Time: 18:06)**

## Theory X

- The assumption that employees dislike work, are lazy, dislike responsibility, and must be coerced to perform.
- Theory X managers tend to take a pessimistic view of their people, and assume that they are naturally unmotivated and dislike work.
- Work in organizations that are managed like this can be repetitive, and people are often motivated with a "carrot and stick" approach.

This style of management assumes that workers:

- Dislike their work.
- Avoid responsibility and need constant direction.
- Have to be controlled, forced and threatened to deliver work.
- Need to be supervised at every step.



Source: <http://www.mindset.com/sites/www.mindset.com/files/14.htm>

Leadership style has to be tuned up according to the followers. The assumption in theory X is that employees dislike work. They are lazy. They dislike responsibility and must be coerced to perform. Theory X managers tend to take a pessimistic view. It is not optimistic; a pessimistic view of their people and assumes that they are naturally unmotivated and dislike work.

Working in managed organizations like this can be repetitive, and people are often motivated with a carrot and stick approach. So therefore, in that case, in theory, X, it was mentioned that is the way to handle the people by the leader and therefore, because the assumptions all are negative, we can say. Disliking work, avoiding responsibility, needing to be controlled, needing to be supervised at every step; close supervision is required.

Otherwise, they will not work because they are not motivated, and therefore, the leader has to be a ringmaster. And if the leader is a ringmaster, then only he will be able to get the work done; otherwise, the people will not do it, and this is created the autocratic style of leadership, and whenever then the leader believes that is the unless and until I will not be present, the people will not work

**(Refer to Slide Time: 19:37)**

## Theory Y

- The assumption that employees like work, are creative, seek responsibility, and can exercise self-direction
- Theory Y managers have an optimistic, positive opinion of their people, and they use a decentralized, participative management style.

This style of management assumes that workers are:

- Happy to work on their own initiative.
- More involved in decision making.
- Self-motivated to complete their tasks.
- Seek and accept responsibility and need little direction.
- View work as fulfilling and challenging.
- Solve problems creatively and imaginatively.

[https://www.mindtools.com/pages/article/newDR\\_74.htm](https://www.mindtools.com/pages/article/newDR_74.htm)



Moreover, therefore, they are working with the people under close supervision. However, theory Y is different. The assumptions that employees like work are creative, seek responsibility and can exercise self-direction, and therefore, in that case, this is the other bouquet where every flower has a beautiful fragrance. So therefore, in that case, it is the work or the creative that seeks responsibility. They want work.

They like work, and therefore, this is what we will do otherwise. So, we have to do the work with our best on the performance. So, theory Y managers have an optimistic, favourable opinion of their people, and they use a decentralized participant management style because they trust. The courage of their followers and their team members and therefore, they give the task, okay, you take this particular job.

You do this particular task in that type of environment. With that type of environment, you can understand where people will like to work under the leader with those who believe in the theory Y.; the workers enjoy their work, own initiative and are happier to work.

**(Refer Slide Time: 21:07)**

## SHARED LEADERSHIP

- An emergent state where team members collectively lead each other.
- Shared leadership occurs when two or more members engage in the leadership of the team in an effort to influence and direct fellow members to maximize team effectiveness.
- Shared leadership is the sharing of power and influence, with one person remaining in charge.
- Shared leadership leads to better organizational performance.
- Shared leadership is developed by being transparent, encouraging autonomy and being open to others' ideas.



<https://karbaria.com/lean-management/shared-leadership/>

When more involved at work, they will have the best potential contribution; whatever their potential, they will have a perfect relationship with the leader and followers in that type of culture you will find. So therefore, in that case, theory Y stands for what works, but here I would like to mention one thing: theory X and theory Y both are right; nothing is wrong. It depends on your follower's type of maturity level, whether it is a theory X or theory Y.

If theory X belonging is there, you have to make the appropriate leadership style; if the theory Y style of the group is there, you are to adopt the appropriate style. In case of the shared leadership, where the team members collectively lead each other and so, therefore, in that case, it is a leaderless leadership, and the shell dish occurs when two or more members engage in the leadership of the team to influence and direct fellow members to maximize their team effectiveness.

Shared leadership is the sharing of power and influence with one person, the meaning in charge and the shared leadership leads to better organizational performance, and this is developed by being transparent, encouraging, autonomous, and open to other ideas moreover, as we talk about that it is creating an organizational performance.

**(Refer Slide Time: 22:36)**

## SHARED LEADERSHIP

- A dynamic, interactive influence process among individuals in groups for which the objective is to lead one another to the achievement of group or organizational goals or both.
- Shared leadership can be viewed as a property of the whole system, as opposed to solely the property of individuals, effectiveness in leadership becomes more a product of those connections or relationships among the parts than the result of any one part of that system.
- Highly shared leadership is broadly distributed within a group or a team of individuals rather than localized in any one individual who serves in the role of supervisor.



So, therefore, definitely shared leadership is always preferred. So, shared leadership requires a dynamic interactive inference process among the individuals and groups for which the objective is to lead because what is happening, they are influencing each other, and if they are influencing each other, then definitely, in that case, it is required that every team member is dynamic and interactive.

If any member is not dynamic or interactive, that chain will break. So, shared leadership can be viewed as a property of the whole system instead of solely the property of individuals. So therefore, all are owners, not an individual. Effectiveness in leadership becomes more a product of those connections or relationships among the parts than the result of any part of that system is there.

Highly shared leadership is broadly distributed within a group or a team of individuals rather than localized in any one individual who serves in the role of a supervisor is there. Therefore, this step is actually what happens; in shared leadership, there is a collective responsibility. Everybody feels that he is his responsibility. You take an example of a family.

So, when there is a family, every member is given the responsibility that they will be binding that we have to do. We have to protect our family. We all have to work together, and this is our family, and we have to perform and create role models in society.

**(Refer Slide Time: 24:06)**

### Shared leadership: Future focus required

- Research is needed to examine potential moderators such as the distribution of cultural values, task interdependence, task competence, task complexity and the team life cycle.
- Future research also needs to examine how external team leaders affect the team's ability and motivation to be self-directed and share in leadership.
- Team environment that enables shared leadership should consist of three "highly inter-related and mutually reinforcing" dimensions:
  - shared purpose
  - social support
  - Voice



So, a similar thing will be happening in the case of the organization also. Research is needed to examine potential moderators such as the distribution of the cultural values, task interdependence, task competence, task complexity and team lifecycle. So, therefore, in that case, whenever we are talking about these, the shared leadership is there. So, distribution of the culture of wellness, the distribution of the task.

This is very, very important is there because the task interdependence whenever you are forming a team, you are distributing the tasks, and if the people are happy with the given task, then there are no issues, but many times because we have the rotation system and therefore, a task comes to a person who is not interested in that, then the performance will be affected.

A team environment that enables shared leadership should consist of the three highly interrelated and mutually reinforcing dimensions of shared purpose, social support, and voice. Therefore, in that case, whenever we have that particular team environment, we will find that it is always in the shared leadership because you want to make the highly interrelated and so, definitely mutually reinforcing, then social support is becoming crucial.

**(Refer Slide Time: 25:37)**

## RESEARCH PAPER



International Journal of  
Educational Management  
Emerald Publishing Limited  
0851-354X

DOI 10.1108/IJEM-06-2020-0290

### Inclusive leadership and extra-role behaviors in higher education: does organizational learning mediate the relationship?

Mohammed Abuzinadah<sup>1</sup>

Department of Economics, University of Jordan, Jordan, Arab

Khalil Abd Bakko<sup>2</sup>

Management & Technology University, Gaza, Gaza, Palestine, Arab

Management, Islamic University of Gaza, Gaza, Palestine, Arab

Caterina Fazio<sup>3</sup>

(Department of Economics, University of Jordan, Jordan, Arab)

Received 5 June 2020

Revised 6 October 2020

Accepted 23 November 2020



#### Purpose

Building on social exchange theory and relational leadership theory, this paper proposes a model of inclusive leadership in higher education institutions. Together with an attempt to examine the impact of inclusive leadership on extra-role behaviors of academic staff, the paper aims to test the intervening mechanism of organizational learning among the aforementioned relationships.

So, in the case of this shared leadership, we are concerned whenever we talk about moral leadership, so please practice these leadership styles as per the need best. So, not necessarily that you are always following the one leadership style. You can adapt the leadership style as we are talking about different leadership styles, different concepts, and different models. So, you work on those particular models.

So, this is the research paper, extra-role behaviours higher education: does organizational learning mediate the relationships?

(Refer Slide Time: 26:18)

## RESEARCH PAPER

#### Design/methodology/approach

The sample used in this study consists of 181 salespeople and 83 sales managers. The model entails a cross-level mediation process that was tested using dyadic data and multilevel structural equation modeling.

#### Findings

Findings show that sales managers' servant leadership is directly and positively related to salespeople's organization member performance. In addition, sales managers' servant leadership is indirectly related to salespeople's organization member performance through the salespeople's perceived organizational support – salespeople's OID chain.



Then these are the findings of the research paper, which you can refer to.

(Refer to Slide Time: 26:21)

## RESEARCH PAPER

### Practical implications

In order to increase employee's organizational member performance, employees with a "we" mentality and who feel the need to serve should be selected for and promoted to supervisors. To enhance employees' perceived organizational support and OID is also important, as these factors will encourage employees to behave in the best interest of the organization.



(Refer Slide Time: 26:22)

### Case Study: Leadership Mettle Forged in Battle

In 2008, facing a serious shortage of leadership-ready employees at the store management level, Walmart decided to recruit from the U.S. military. The company sent recruiters to military job fairs and hired 150 junior military officers, pairing them with store mentors to learn on the job. The result: Walmart claims that it's been able to bring in world-class leaders who were ready to take over once they had learned the retail business that Walmart could easily teach them. Other organizations that have heavily recruited from the military in recent years include GE, Home Depot, Lowe's, State Farm Insurance, Merck, and Bank of America.

It's not really surprising to see companies turn to the military for leadership potential. A long tradition of books and seminars advises leaders to think like military leaders ranging from Sun Tzu to Norman Schwarzkopf.



This is the case study. In this case study, you can refer to how practically an organization has done in this case study.

(Refer to Slide Time: 26:29)

### Case Study: Leadership Mettle Forged in Battle

And military veterans do have a variety of valuable skills learned through experience. General David Petraeus notes, "Tell me anywhere in the business world where a 22- or 23-year-old is responsible for 35 or 40 other individuals on missions that involve life and death . . . They're under enormous scrutiny, on top of everything else. These are pretty formative experiences. It's a bit of a crucible-like experience that they go through." Military leaders are also used to having to make due in less than optimal conditions, negotiate across cultures, and operate under extreme stress.

However, they do have to relearn some lessons from the service. Some may not be used to leading someone like an eccentric computer programmer who works strange hours and dresses like a slob, but who brings more to the company's bottom line than a conventional employee would.



(Refer Slide Time: 26:33)

- Indeed, in some companies like Google, there is nothing like the chain of command military leaders are used to. Still, most forecasts suggest there will be an ample supply of battle-tested military leaders ready to report for corporate duty in the near future, and many companies are eager to have them.

Questions

- Do you think leaders in military contexts exhibit the same qualities as organizational leaders? Why or why not?
- In what ways not mentioned in the case would military leadership lessons not apply in the private sector? What might military leaders have to re-learn to work in business?
- Are specific types of work or situations more likely to benefit from the presence of "battle-tested" leaders? List a few examples.



Moreover, these are the questions you can use for your assignment purpose. Do you think leaders in a military context exhibit the same qualities as organizational leaders? Why or why not? Moreover, what was not mentioned in the case would military leadership lessons not apply in the private sector? What might military leaders have to re-learn the work in business is there? More likely to benefit from the business of the battle-tested leaders, you can use specific examples of Indian Army leaders.

(Refer Slide Time: 26:59)

## BOOK RECOMMENDATION:

### Moral Leadership in Business: Towards a Business Culture of Integrity

Authors: Dr. Sebastian A. Văduva, Dr. Sebastian A. Văduva, Dr. Andrew R. Thomas, Dr. Călin D. Lupiță & Daniel S. Neagoie

Publisher: Springer; 1st ed. 2016 edition (14 September 2016)

Language: English

Paperback: 138 Pages

ISBN: 978-3319428802

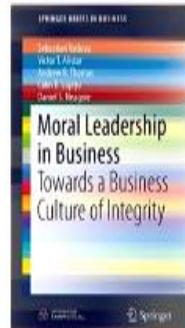


Image Source: [https://m.media-amazon.com/images/I/91WV9RGR01.\\_SL222222.SX500\\_.jpg](https://m.media-amazon.com/images/I/91WV9RGR01._SL222222.SX500_.jpg)

Moral leadership in business towards a business culture of integrity so, therefore, in that case, how the minor leadership in business is becoming the successful and based on this, there is a successful business cannot afford to remain materially successful.

(Refer Slide Time: 27:13)

## BOOK RECOMMENDATION:

In the current global economy, we have never before been more tightly-knit and never before has it been easier to distribute goods as well as ideologies. However, in the global marketplace we are only as good as our word, or our reputation, proves to be.

Successful businesses cannot afford to simply remain materially successful; they have to consider their community impact and become moral leaders before they can be world leaders in their respective field.

Featuring innovative tools, recommendations, case studies and checklists, this brief will be of interest to students, academics, scholars, practitioners and policymakers alike in the fields of leadership, corporate governance, business ethics and corporate social responsibility.

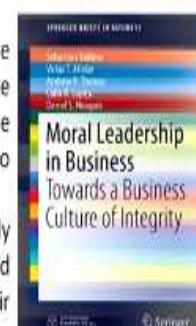


Image Source: [https://m.media-amazon.com/images/I/91WV9RGR01.\\_SL222222.SX500\\_.jpg](https://m.media-amazon.com/images/I/91WV9RGR01._SL222222.SX500_.jpg)

So, therefore, whatever your profit balance sheet is there, that is not the only concern. Please refer to these particular studies for your further detailed interest.

(Refer Slide Time: 27:26)

## References

- Aboramadan, M., Dahleez, K.A. and Farao, C. (2021), "Inclusive leadership and extra-role behaviors in higher education: does organizational learning mediate the relationship?", International Journal of Educational Management, Vol. ahead-of-print No. ahead-of-print. <https://doi.org/10.1108/IJEM-06-2020-0290>.
- Hughes, R. L., Ginnette, R. C., & Curphy, G. J. (2012). LEADERSHIP: enhancing the lessons of experience. In LEADERSHIP: enhancing the lessons of experience.
- Robbins, S. P., & Judge, T. (2007). Organizational behavior. Upper Saddle River, N.J.: Pearson/Prentice Hall.



Moreover, these are the web references from where this material has been taken. This is all about the leadership, the moral leadership and shared leadership, which you expected, followed by you. Thank you.

**Leadership and Team Effectiveness**  
**Prof. Santosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology - Roorkee**

**Module No # 05**  
**Lecture No # 21**  
**Character Based Approach to Leadership**

We will talk about the character-based approach to leadership, in which we will talk about how this character-based approach to leadership works and it is more influential.

**(Refer Slide Time: 00:40)**

## **Content**

- Character Based Approach to Leadership
- Authentic leadership
- What is authentic leadership theory?
- Socialized Charismatic Leadership
- Principle-Centered Leadership
- Servant Leadership
- Traditional Leaders Vs Servant Leaders
- The Art of War Vs. Bhagavad Gita Philosophy
- Research Paper
- Case Study
- Book Recommendation
- References

Authentic leadership, what is authentic leadership theory? Socialized charismatic leadership, where principle-centered leadership, servant leadership, traditional leader versus servant leaders, the art of war versus Bhagavad Gita philosophy. And as usual the research papers & case studies, and the book recommendations we will be sharing with you further references for the study.

**(Refer Slide Time: 01:06)**

## Character Based Approach to Leadership

- Avolio and his associates have defined ethical leadership as having two core components: the **moral person** and the **moral manager** .
- The moral person is seen as a principled decision maker who cares about people and the broader society. The actions of such people indicate they try to do the right things personally and professionally, and they can be characterized as honest, fair, and open.
- More than being just moral people, ethical leaders are moral managers who "make ethics an explicit part of their leadership agenda by communicating an ethics and values message, by visibly and intentionally role modeling ethical behavior."
- Two prominent approaches are discussed in detail:
  - Authentic Leadership
  - Servant Leadership



Avolio and his associates have defined ethical leadership. In the previous section, we talked about moral leadership. So, 2 core components, are the moral person and the moral manager. So in the next discussion with that particular leadership, it is becoming very important. That is what we are having the moral person and the moral manager.

That is the principal decision-maker who cares about people and the broader society. I will give the example of the WTP water treatment plant. And whenever we are talking about the water treatment plant, then the establishment of the water treatment plant and taking care of the environment will also be the example of the moral person and the moral manager.

How it is legally compulsory but many times organizations, have some legal compulsions they do not follow. But some organizations, are strictly following these things, so such an organizational culture will be called. the moral manager is working with full commitment to society. There are authentic leadership and servant leadership. So whenever we are talking about 2 prominent approaches for the moral person, in moral leadership approach to the leadership.

So then it will be according to your position to that particular authority. And another one is about servant leadership.

**(Refer Slide Time: 02:38)**

## AUTHENTIC LEADERSHIP

- Authentic leaders know who they are, know what they believe in and value, and act on those values and beliefs openly and candidly.
- Their followers consider them ethical people.
- The primary quality produced by authentic leadership, therefore, is trust. Authentic leaders share information, encourage open communication, and stick to their ideals. The result: people come to have faith in them.



So, when we talk about authentic leadership know who they are, know what they believe in, and value. And the act on those values and beliefs openly and candidly is there. So authentic leadership is the followers consider the ethical people. And the primary quality produced by authentic leadership, therefore, is trust. And whenever we are talking about authentic leadership.

So, they believe that because they are morally right in their approach. So, they have the trust, and then people also trust them. Authentic leaders share the information and encourage open communication, that is between the leader and follower. They will have this open communication and the understanding, of the values, principles, ideas, and opinions of the others.

And therefore that is collective wisdom, and a collective decision will be taken, then stick to their ideals. And the result is people come to have faith in them and because they are having this first and foremost is that they are having the trust in the end whatever the people say, then they will be having that particular information, and interacting with the people, talking to them and asking them.

That what are their ideas are there and accordingly, based on their ideas, they make the decisions and then that is why people have the faith in them.

**(Refer Slide Time: 04:14)**

## AUTHENTIC LEADERSHIP

- Authentic leaders exhibit a consistency between their values, their beliefs, and their actions.
- Authentic leaders have strong ethical convictions that guide their behaviour not so much to avoid doing "wrong" things as to always try to do the "right" things, including treating others with respect and dignity.
- Transformational or charismatic leaders can have a vision and communicate it persuasively, but sometimes the vision is wrong (as in the case of Hitler), or the leader is more concerned with his or her own needs or pleasures,



Authentic leaders exhibit consistency between their values, their beliefs, and their actions. So many times tragically, you may not be, knowing your values to tighten those values. But yes, I am sure that is the, for example, the integrity is that value system that most of us are having this value system. So, therefore, in that case, it is easy for the organization leader because they have leaders position because they have proven their values.

So, whenever, we are talking about these managers' leaders and the leadership positions. So they are in the leadership position because they have proved that they are carrying the values and that is why they had raised to these particular positions. So that belief in their actions are, which has been we always seen has consistency is there. And as there is a consistency in their behavior, then they are having that is they always try to do the right things.

So, including treating others with respect and dignity. So always, they will have that they will have this particular understanding about that is whoever is working.

**(Refer Slide Time: 05:37)**

## AUTHENTIC LEADERSHIP

- According to Fredrickson, " those individuals who have more positive psychological resources are expected to grow more effectively or to broaden themselves and build out additional personal resources to perform."
- Four factors that cover the components of authentic leadership:
  - balanced processing
  - internalized moral perspective
  - relational transparency
  - self-awareness



Now you see, there is authentic leadership also you will find that team building is very effective because the authentic leaders are taking care of the respect and dignity of others. What is the small position person is there, junior management level is there, it is the top management level is there. So it is not like this that is the those who are the opinion hierarchy only, I will take care of them it is not the situation.

Rather than it is always it is we are having this consideration for them. That is they have to have the right to protect their dignity. Because the authentic leadership they balanced processing, and internalized moral perspective or relational transparency is there and self-awareness, is there. And it is not like this it is, the authentic leaders are concerned with others only and respect and dignity for others.

They are the self-respect and dignity also and therefore, they are aware. It is what they want, what is your value system? What type of the consistency in their beliefs is there and therefore expert their belief they will be working with each other team members and group members so that they can influence their behavior and can get work done. So it is the internalization better and better if you are having this self-awareness, you will be having the better internalization.

Once you know the better internalization and yourself, then you know about your strengths and weaknesses also. So leaders are supposed to know their, own strengths and weaknesses, and these moral values moral systems, and beliefs system interact with others. So this will be the strength of this leader and that will be always seemed.

**(Refer Slide Time: 07:33)**

## Cont..

- The study of authentic leadership has gained considerable momentum in the last decade because of beliefs that
  1. Enhancing self-awareness can help people in organizations find more meaning and connection at work;
  2. Promoting transparency and openness in relationships—even between leader and followers—builds trust and commitment; and
  3. Fostering more inclusive structures and practices in organizations can help build more positive ethical climates.



Thus, the study of authentic leadership has gained considerable momentum in the last decade, enhancing self-awareness. As I was mentioning it is how it helped organizations find more meaning, and connection at work. In promoting transparency and openness in relationships so, an even better leader and followers build trust and commitment. And fostering more inclusion structures and practices in organizations can help build more positive ethical climates is there.

So here you will find it easy whenever we are talking about a more positive and ethical climate, so they will build that positive and ethical climate will be built. So how; are they built by practices, right, and what do they practice the trust and commitment. So, whenever this type of environment is their interaction, you see that is between the group team members and the leader.

Whenever there is an interaction, so on basis of that interaction and they can create it environment and that culture and climate that will be leading to the organization.

**(Refer Slide Time: 08:43)**

## Authentic leadership: future focus required

- There is a need to examine how authentic leadership is viewed across situations and cultures and whether it is a universally prescribed positive root construct - meaning it represents the base of good leadership regardless of form, e.g., participative, directive, or inspiring.
- A great deal of energy and interest is emerging in the leadership development literature that suggests there will be a lot more activity in trying to discover what impacts genuine leadership development at multiple levels of analysis, from cognitive through to organizational climates



Now, authentic leadership as usual with every relationship, the future focus is required need to examine how authentic leadership is viewed across situations and cultures. So what type of situation is there? And what type of culture is there? Then that is required to be seen. And universally prescribed positive root construct meaning it represents the base of good leadership regardless of the form of exhibited examples are participative, directive or inspiring is there.

So irrespective of whatever, these styles of these the leadership are there. Whether it is participative is there, a directive style and inspiring style which we have talked about in the earlier sessions. And then so here he will, you will find every style of leadership is having the base. And that basis that is the root construct is here is that is the how is this culture is playing the role and whether it is universally prescribed, a positive root construct is there or not?

A great deal of energy and interest is emerging in the development literature that suggests there will be a lot more activity in trying to discover what impacts genuine leadership development at multiple levels of analysis, from the cognitive point of view is there. So there is a future focus on authentic leadership, is this that is me how to find out how it is becoming more and more universal.

**(Refer Slide Time: 10:18)**

## What is authentic leadership theory?

- Authentic leadership theory defines the top most desirable qualities a leader can have as actionable behaviors anyone can develop over time.
- Authentic leadership theory is a set of qualities, values, and skills someone should possess.

The four key components of authentic leadership theory include:

- **Self-awareness**

A leader should be familiar with both how they view themselves and how others see them. And perhaps most importantly, how their actions affect those around them for better or worse



Then, define the top most desirable qualities a leader can have as actionable behaviors anyone can develop over time because. This is supported by the model, it is having transparency, it is having the respect and dignity for others it is having the working togetherness. So, therefore, in that case, whatever he follows that is actionable behavior is there he is getting work done also, it is result-oriented.

It is not like this that is the only behavioral science cognitive is there but rather then and the delivery of that task is also there. Authentic leadership theory is a set of qualities, values, and skills someone should possess. So there are four components of authentic leadership. The first one is self-awareness and they should be familiar with both how they view themselves and how others see them.

This is also the image of the leader and what is the perception of the leader, perception for the self and image for the others. And perhaps most importantly how; their actions affect those around them for better or worse. This is a very important point that is your presence you can simply judge whenever you are present in your family, or a social Gathering. The people surrounding you, how is their behavior towards you?

How friendly they are? How comfortable they are? How protected do they feel? How friendly do they feel? How strong they are having the trust in you? That you can find out.

**(Refer Slide Time: 11:55)**

## What is authentic leadership theory?

- **Transparency**- Having clear motives for every action is very important for authentic leadership. Strong communication skills are essential, along with tact.
- **Balance**- Being able to navigate the dynamics of teams, tasks, and project needs are essential in authentic leadership so that each area is served to the fullest without sacrificing another.
- **Strong sense of morality**- An inner compass that guides decision-making helps keep workplace discussions fair and equitable.



The second is transparency, having clear motives for every action is very important for authentic leadership. Strong communication skills are essential, along with tact. So, yes, you will be having a different tact is there, but then there is a requirement of strong communication skills and transparency. So when I connect the transparency and communication and the tact.

Then, in that case, be whatever their leader is doing know, you should communicate why he is doing? What is the purpose? That is a goal. What is the intention? Being able to navigate the dynamics of teams, task, and project needs are essential in authentic leadership so that each area is served to the fullest without sacrificing another is there. So this transparency and working style will balance the team also which will also help to perform the task. And it will also have the project of the organization.

A strong sense of morality and inner compass that guides decision-making helps keeps workplace discussions fair and equitable is there. So here it is very important that whatever we discuss, it is a fair discussion. Fair discussion means without bias and whenever there is a bias in discussion is there. Then definitely, in that case, you will find that is it that organization is creating a particular positive work environment.

**(Refer Slide Time: 13:22)**

## Socialized Charismatic Leadership

- Scholars have tried to integrate ethical and charismatic leadership by advancing the idea of **socialized charismatic leadership** —leadership that conveys other-centered (not self-centered) values by leaders who model ethical conduct.
- Socialized charismatic leaders are able to bring employee values in line with their own values through their words and actions.



Scholars have tried to integrate ethical and charismatic leadership by advancing the idea of socialized charismatic leadership. So, this is wonderful that acceptance of charismatic leadership is there. We talked about charismatic leadership if you remember in earlier sessions; we talked about charismatic leadership. Now when; we are talking about advancing the idea of socialized charismatic leadership.

Socialized charismatic leadership conveys other-centered, not self-centered values by leaders who model ethical conduct. And therefore, in that case here in the charismatic leadership what we have discussed, we have discussed, that is (( )) (14:05) the transformation transformational, and they of the organization. Maybe the transactional or transformational and then; leading to the charisma. But here, when you talk about the socialized leader and charismatic leadership.

Who models ethical conduct? Who is not self-centered? But then model the ethical conduct is there. Socialized charismatic leaders can bring employers' values in line with their values. And therefore, in that case, it is a proper alignment, it is connected between the own values and the follower's values. And therefore, Many were talking about that is the socialized charismatic leadership in which the followers. They are well-connected with the leaders.

**(Refer Slide Time: 14:55)**

## Principle-Centered Leadership

- This approach has developed and popularized by Covey.
- It postulates a fundamental interdependence between the personal, the interpersonal, the managerial, and the organizational levels of leadership.
- The unique role of each level may be thought of like this:
  - **Personal:** The first imperative is to be a trustworthy person, and that depends on both one's character *and* competence. Only if one is trustworthy can one have trusting relationships with others.
  - **Interpersonal:** Relationships that lack trust are characterized by self-protective efforts to control and verify each other's behavior.



Principle-centered leadership this approach has developed and popularized by covey. If postulates a fundamental interdependence between the personal, the interpersonal, the managerial, and the organizational level of leadership is there. So if you start from the individual and it goes up to the organization the unique role of each level can be thought of like this. Personal level, the first imperative to be a trustworthy person and that depends on both one's character and competencies, this is very important.

Then leader's character and competence will decide where the organization will go only if one is trustworthy and can only have a trusting relationship with others. Interpersonal, relationships that like, trust is characterized by self-protective efforts to control and verify each other's behavior. Like, and always whenever you see that, whenever we talk about the leadership and their trust is required, but whenever there is a lack of trust.

What will happen? The leader will try to control and this is a particular approach to try to control the others and that will create chaos in the team building.

**(Refer Slide Time: 16:11)**

## Principle-Centered Leadership(Cont.)

- **Managerial:** Only in the context of trusting relationships will a manager risk empowering others to make full use of their talents and energies. But even with an empowering style, leading a high-performing group depends on skills such as team building, delegation, communication, negotiation, and self-management.
- **Organizational:** An organization will be most creative and productive when its structure, systems (training, communication, reward, and so on), strategy, and vision are aligned and mutually supportive. Put differently, certain organizational alignments are more likely than others to nurture and reinforce ethical behavior.



Managerial in the context of the trusting relationship will manager risk empowering others to make full use of their talents and energies and there here that managerial ship. So leaders also exercise the managerial ship they take the managerial ship as the instrument. But even with an empowering style, leading a high-performing group depends on skills such as team building, delegation, communication, negotiation, and self-management is there.

And whenever we are talking about this team building in delegation communication, then all these functions, which is of the manager. So they will be the managerial-centered leadership will be there. Organizational level and organization will be more spiritual productivity structure systems. So organization culture, organizational systems, organizational practices the organizational structure of hierarchy.

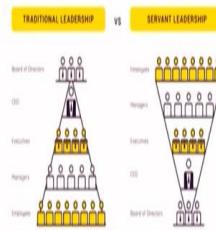
So all strategies of the reason statement of the organization these will be having the aligned in mutually supportive. But if they are put differently, then definitely, in that case, it will be very difficult to nurture and reinforce the behavior ethical behavior. So, unless and until there is an alignment and collaboration it will not work.

**(Refer Slide Time: 17:34)**

## Servant Leadership

- The phrase "servant leadership" was coined by Robert K. Greenleaf when he used it for the first time in his essay that was published in 1970.
- Servant leaders go beyond their own self-interest and focus on opportunities to help followers grow and develop.
- They don't use power to achieve ends; they emphasize persuasion.
- Characteristic behaviors include listening, empathizing, persuading, accepting stewardship, and actively developing followers' potential.

Leadership Organizational Structures



After this authentic leadership, we will talk about servant leadership. The phrase servant leadership was coined by Robert k. Greenleaf when used it for the first time in his essay that was published in 1970. Servant leaders go beyond their self-interest to focus on opportunities to help followers grow and develop. They do not use power to achieve ends; they emphasize persuasion.

The approach is right. So, therefore, here you will find traditional leadership versus servant leadership is there, and therefore, that is whenever we are talking about the role of directors, you know, at the bottom of the pyramid. So persuading, accepting, stewardship, and developing the follower's potential. And hear from the diagram you can see that this entity is the how whenever we are talking about the employees.

So those employees those managers they have the empowered. Now because of servant leadership behavior, always, this type of this, the culture which will be developed into the organization it will support. Always support the employees, to develop a particular style of understanding, and the growth and development are there. So, whenever the leaders, here the leaders are not of this self-focus. Are they self-interested, rather they are focused on the followers?

**(Refer Slide Time: 19:06)**

## SERVANT LEADERSHIP: ORIGIN

Author Name	Year	Definition
Lao Tzu	600 B.C.	The greatest leader forgets himself and attends to the development of others.
Chanakya's Arthashastra	375 B.C.	The leader shall consider as good, not what pleases himself but what pleases his subjects.

Lao Tzu in 600 B.C, the greatest leader forgets himself and attends to the development of others. So that is that servant leadership is there. In Chanakya's Arthashastra 375 B.C, the leader should consider as good, not what pleases himself but what pleases his subject means just followers. A beautiful definition given by Chanakya it is that a leader will be called a leader.

So they did whatever he is doing, he is not doing it for himself his efforts, his direction, his goal, and his performance, all are directed towards his subjects. And those subjects they should be happy. And they should be get benefited and that was the basis for the Chanakya's Arthashastra also. That whatever the king is there, the king is required to support the public. And then when whenever we are comparing, these 2 definitions then you will find that is they both are having the focus on the other.

Whether it is the Chanakya's Arthashastra which; has talked about the, how that status to be done by the king. And in that case, the first and foremost, priority is given to that servant leadership.

**(Refer Slide Time: 20:36)**

## SERVANT LEADERSHIP: ORIGIN

Author Name	Year	Definition
Jesus of Nazareth	First century A.D.	But the greatest among you shall be your servant (Mathew 23:11); The one who is the greatest among you must become like the youngest, and the leader like the servant.
Robert K. Greenleaf	1970	The servant leader is servant first...it begins with the natural feeling that one wants to serve, to serve first.

So another definition of the Jesus of Nazareth, but the greatest among you shall be your servant, the one who is the greatest among you must become like the youngest and the leader like the servant. So, therefore, who is the youngest then that is amongst that grow. So he is the youngest and the leader will be like the servant is there and because the leader is a servant is doing the service.

Then, in the further studies by Robert K. Greenleaf in 1970 he has given the definition, the servant-leader is servant first it begins with the natural feeling that one wants to serve first. So, what is leadership? Leadership is to serve others? I think it is been like our prime minister also says that I am a (FE) I am the servant leader.

So here, it becomes very important that is, that is the orientation and these strategies leadership strategies, right? In leadership functions, leadership (O) (21:28) is not self-centric rather than it is always towards the servicing, the other sees there. Whenever in any organization, when the top management, right? I would like to give the example of Ratan Tata also,

So whenever we talk about the top management then, top management is becoming very popular are the considered are appreciative. But when you are the top management is having that feeling that it is to serve the society. The purpose of business is to serve society.

**(Refer Slide Time: 22:29)**

## How can one become a servant leader?

Anyone can become a servant leader by demonstrating certain characteristics.

Here's how:

- **Be a good listener-** Servant leaders always listen to people before they speak their minds.
- **Have empathy-** Servant leaders feel for their people and don't turn a blind eye toward their problems and issues.
- **Heal those around you-** A servant leader is capable of healing people with a focus on their emotional health and a feeling of completeness.
- **Be aware-** Servant leaders are fully aware of themselves and their people.



This servant leader, what are the characteristics are there, be a good listener, have empathy, heal those around you is there. So I will start with the healing, is there? Now, this is very important is capable of healing people with a focus on their emotional health, and feeling of completeness. So, in the organizational ownership organizational, citizenship behavior, the person who is spending 30 years, 40 years in the organization then what he requires?

He requires emotional healing from the employer, and those employers who are having that emotional healing and then definitely those employers will be well appreciated. And it is not the popularity of employed only; the employees will be giving their best. Be aware, that servant leaders are fully aware of themselves and then people are there. So it is a personal touch, they are in contact.

And therefore, in that case, you will find that whenever they are talking about, this relationship between the servant and the servant leader and the follower. So then in that case he is becoming the very crucial healing factor in emotional connections.

**(Refer Slide Time: 23:45)**

## How can one become a servant leader?

- **Persuade without being forceful**-A good leader is capable of convincing people in different ways.
- **Conceptualize and communicate a vision**-A servant leader can help build a concept for people.
- **Commit**-Good servant leaders are those whose main focus is the people, and this makes the leader fully committed to their growth and development.
- **Build a community**-The leader should be able to walk with and among the people, so that the leader can help them by serving and building a community.
- **Channel foresight**-A good leader can anticipate future events and how they will impact everyone.
- **Practice stewardship**-Stewardship refers to accountability.



Persuade without being forceful, a good leader is capable of convincing people in different ways is there. So, therefore, in that case, but naturally to serve the others first, you will ask that is they do they deserve it or not. Some of them, may not agree with you, so what is required is convincing people in different ways you should be able to convince the people who are there.

Conceptualizing in communicating a vision a servant leader can help build a concept for people that works that is what is required to fulfill their requirements. Commitment is there those who mainly focus on the people and this makes the leader fully committed to their growth and development is there. Build a community leader should be able to walk with and among the people, so that the leader can help them by serving in building a community, is there.

So ultimately what he does is by this particular commitment can create a community a rounding to him and serve the organization. In channel foresight, a good leader can anticipate future events and how they will impact everyone, and therefore, that channel foresight will be there whenever the leader is the visionary. And therefore, he will have, always an impact on everyone there.

**(Refer Slide Time: 25:07)**

## **Myths and misconceptions of servant leadership**

Following are just a few of the myths and misconceptions about servant leadership.

### **Myth 1: Servant leadership means giving up power to employees**

servant leaders empower their people, coach, and train them on how to use that power, and hold them accountable for their actions and decisions. They also work to understand what their people are capable of and realize that some individuals may need more coaching and support than others.

### **Myth 2: A servant leader is abdicating responsibility for success.**

A servant leader understands that they are ultimately responsible for the success of their employees and the success of their business. If an organization's goals and objectives aren't met, a servant leader will look first at themselves and what they could have done better to support their people in achieving them.



However, there are certain myths and misconceptions about servant leadership, because some people believe that servant leadership does not work. They believe that it is the there he needs for this particular, the servant leadership that the organization will not be profitable. So servant leadership means giving up power to employees, servant leaders empower their people to coach, train them on how to use that power, and hold them accountable for their actions.

So it is not like this that is the easy-going. It is here in servant leadership when empowerment is done. So, simultaneously leaders make them accountable for their actions and decisions. So they cannot say no they also work to understand what their people are capable of and realized that some individuals may need more coaching and support than others are there.

A servant leader is abdicating responsibility for success; a servant leader understands that they are ultimately responsible for the success of their employees and the success of their business. If an organization's goal and objectives are not met, servant leaders will look first at themselves and what they could have done better to support their people in achieving them. So, therefore, in that case of the always, he is committed to the goal achievements of being their followers.

**(Refer Slide Time: 26:40)**

## Myths and misconceptions of servant leadership

### **Myth 3: Servant leaders don't care about customers or shareholders.**

- Some people think that because servant leaders focus first on the needs and interests of their employees, they don't care about what the business's customers or shareholders need.
  - In fact, servant leaders believe the opposite: that customer and shareholder expectations can only be met (or exceeded) by creating motivated, engaged, and high-performing employees.
- 

Servant leaders do not care about customers or shareholders. Some people think that because servant leaders focus first on the needs and interests of their employees, they do not care about what the business's customers or shareholders need. Several leaders believed the opposite; the customer and shareholders' expectations can only be met or exceeded by creating motivated, engaged, and high-performing employees.

So, this is very much true that is unless and until you are employees. For example, service after sales and in the case of the service after-sales, if the person is not focusing on what once that product is sold. And then there is nobody to take care of, or the installation of that product, or the complaints in that product, or the monitoring and operations of that product, is not that has been supported.

Then in that case it will become very difficult for the organization to survive. So what is required? That is a requirement that the customer and shareholders. With servant leadership, what are the created, motivated, and engaged high-performing employees are there? And so that motivated and engaged the high performing employees are possible only if you are having this servant leadership is there.

**(Refer Slide Time: 28:06)**

## Traditional Leaders Vs Servant Leaders

- | Traditional Leader   | Servant Leader  |
|--|---|
| <ul style="list-style-type: none"><li>• Sees leadership as a rank to obtain</li><li>• Uses power &amp; control to drive performance.</li><li>• Measures success through output</li><li>• Speaks</li><li>• Believes its about them.</li></ul> | <ul style="list-style-type: none"><li>• Sees leadership as an opportunity to serve others</li><li>• Shares power &amp; control to drive engagement.</li><li>• Measures success through growth and development.</li><li>• Understands its not about them</li></ul> |

So traditional leaders see leadership as a rank to obtain use power and control to drive performance, measure success through output speaks, believe it is about them. The servant-leader sees leadership as an opportunity to serve others, share powers and control to drive engagement, and major success through the growth and development, So, understand it is not an about them and that is about the servant leader.

(Refer Slide Time: 28:33)

## The Art of War Vs. Bhagavad Gita Philosophy

	The Art of War	Bhagavad Gita
On Material Incentives	People need extrinsic incentives to be motivated. Give your soldiers shares of the booty and conquered territory.	Never act for material rewards only. Focus instead on doing well, and good things will follow.
On the Ultimate Goal	Winning requires cleverness and sometimes even deception.	Success means satisfying multiple stakeholders.

The art of war versus Bhagavad Gita's philosophy is there on material incentives the art of war, are the people need extrinsic incentives to be motivated. Give you are Soldiers shares of the booty and the conquered territory is there. While in the Bhagavad Gita never act for the material rewards only focusing instead on doing well, and good things will follow. and on the ultimate goal, whenever we talk about winning requires cleverness and sometimes even

deception according to the art of war. But Bhagavad Gita says Success means satisfying multiple stakeholders are there.

(Refer Slide Time: 29:14)

## The Art of War Vs. Bhagavad Gita Philosophy

	The Art of War	Bhagavad Gita
On Handling Followers	Rule with iron discipline. Maintain your authority over them, knowing that too much kindness toward your followers could make them useless.	Enlightened leaders are selfless and compassionate toward others. Followers who are treated as equals are more motivated to enthusiastically support their leader.

In handling the followers, the art of war will rule the iron discipline. Maintain your authority over them, knowing that too much kindness towards your followers could make them useless is there, right? So, therefore, in that case in the art of war too much kindness has not been allowed. While in the case of the Bhagavad Gita enlightened leaders are selfless and compassionate towards the others, right.

Followers who are treated as equals are more motivated to enthusiastically support their leaders are there. And therefore, it has been seen that is a high commitment towards the followers in the region, you will get the loyalty of your followers and but it is not for these. The interest in getting certain things returned. It is selfless and compassionate toward others.

So this type of this, these the work will be has been encouraged through the servant leadership and inspires our research is consent. And then the servant leadership one page is called has worked on in this and then it is the findings are that is a people do not leave the organization they leave their bosses; means they are not happy with the leadership style. So it is better to have the leadership style which is the servant leadership style so you are telling employees they continue with you.

(Refer Slide Time: 30:34)

## RESEARCH PAPER



Leadership & Organization  
Development Journal  
Vol. 37 No. 7, 2016  
pp. 860-881  
© Emerald Group Publishing Limited  
0143-7739  
DOI 10.1108/LODJ-11-2014-0230

Received 25 November 2014  
Revised 8 June 2015  
29 September 2015  
Accepted 29 September 2015

### Purpose

The purpose of this paper is to explore whether employee's perceived organizational support and organizational identification (OID) have a mediating role in the relationship between supervisor's servant leadership and employee's organization member performance.

## Supervisory servant leadership and employee's work role performance

### A multilevel mediation model

Carmen Otero-Neira  
*Facultad de Ciencias Económicas y Empresariales,  
University of Vigo, Vigo, Spain*  
Concepción Varela-Neira  
*Facultad de Ciencias Económicas y Empresariales,  
University of Santiago de Compostela, Santiago de Compostela, Spain, and*  
Belen Bande  
*Facultad de Ciencias Económicas y Empresariales,  
University of Santiago de Compostela, Lugo, Spain*



Supervisory servant leadership and employees' work role performance are there in this research paper, the relationship between servant leadership and employees' organizational the remember performance.

(Refer Slide Time: 30:45)

## RESEARCH PAPER

### Design/methodology/approach

The sample used in this study consists of 181 salespeople and 83 sales managers. The model entails a cross-level mediation process that was tested using dyadic data and multilevel structural equation modeling.

### Findings

Findings show that sales managers' servant leadership is directly and positively related to salespeople's organization member performance. In addition, sales managers' servant leadership is indirectly related to salespeople's organization member performance through the salespeople's perceived organizational support – salespeople's OID chain.



And this paper is having 181 salespeople in 83 sales managers. The model has consistent that sales managers' servant leadership is directly and positively related to the salespeople's organization member performance. In addition, says manager's servant leadership is indirectly it is related to salespeople's organizational member performance, is there. Now, through this salespeople's perceived organizational support, and that is the, whenever, there is a moving the people perceive employees perceive that organization support is there then, definitely, they will become more successful.

(Refer Slide Time: 31:22)

# RESEARCH PAPER

## Practical implications

In order to increase employee's organizational member performance, employees with a "we" mentality and who feel the need to serve should be selected for and promoted to supervisors. To enhance employees' perceived organizational support and OID is also important, as these factors will encourage employees to behave in the best interest of the organization.

Employees with a, we mentality and who need to serve, should be selected for and promoted to supervisors. Enhancing employees' perceived organizational support and OID is also important, as these factors will encourage the employees to behave in the best interest of the organization is there.

**(Refer Slide Time: 31:40)**

### Case Study: Do Unethical Decisions Come from Bad Character?

Why would former New York Attorney General and then Governor Eliot Spitzer decide to use a prostitution service? Why would highly respected attorney Marc Dreier, with degrees from Harvard and Yale and a successful Park Avenue law firm, decide to impersonate people in order to swindle others? From Tiger Woods to Bernie Madoff, it's not hard to find examples of unethical behavior. But what causes people to make unfortunate choices?

Behavioral genetics research has taught us that virtually every human characteristic has genetic origins and that genetic differences are a central reason people differ in their behavior.

Thus, some personality traits probably predispose people toward unethical behavior. One study of white-collar criminals, for example, showed they were significantly lower on a conscientiousness scale than the general population.



And this is the case study, do unethical decisions, come from bad character. And the Attorney Governor Eliot Spitzer decides to use a prostitution service? Why would highly respected attorney Marc Dreier, with degrees from Harvard and Yale and a successful Park Avenue law firm, decide to impersonate people to Swindle others? From Tiger Woods to Bernie Madoff, it is not hard to find examples of unethical behavior. But what causes people to make unfortunate choices?

Behavior genetics research has taught us that virtually every human characteristic has genetic origins and that genetic differences are a central reason people differ in their behavior.

**(Refer Slide Time: 32:19)**

### **Case Study (Cont.)**

On the other hand, recent research shows that all of us perform unethical behavior to some degree while subconsciously fooling ourselves about it. We may bend a rule to help a colleague, overlook information that might damage a case we want to make, or lie to avoid a negative consequence—blithely unaware that others might view this behavior as unethical. Why do we do this? Evidence suggests that when we fail to notice a decision has an ethical component, it enables us to behave in a self-interested manner without having to feel badly about it. No wonder, then, that people tend to believe they are more ethical than they are.

Many think that transparency and accountability increase ethical behavior. Behavioral ethics research, however, shows us that often these actions increase unethical behavior, because they cause individuals to think disclosure absolves them of ethical responsibilities to be objective, or to deny to an even greater degree the ethical components of their decisions.



**(Refer Slide Time: 32:23)**

- The first step toward behaving more ethically is, ironically, admitting to ourselves that we adhere to ethical standards less well than we admit.

### **Questions**

1. Do you think people see themselves as more ethical than they really are? And you?
2. The authors of one study noted that “disclosures can exacerbate [unethical behavior] by causing people to feel absolved of their duty to be objective.” Do you agree? Why or why not?
3. Do you think if we admitted it to ourselves times when we behaved unethically we would be less likely to behave unethically in the future?



So this is all about this case study and these are the questions. Do you think people see themselves as more ethical than they are and what about you? The authors of one study noted that; disclosure can exacerbate unethical behaviour by causing people to feel absorbed by their duty to be objective. Do you agree? Why or why not? Is there, so these are the questions for you are assignments.

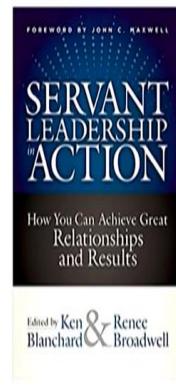
And do you think if we admitted it to ourselves times when we behaved unethically we would be less likely to behave unethically in the future also.

**Refer Slide Time: 32:57)**

## BOOK RECOMMENDATION:

### Servant Leadership in Action: How You Can Achieve Great Relationships and Results

**Authors:** Ken Blanchard, Renee Broadwell  
**Publisher:** Berrett-Koehler Publishers; 1st edition (6 March 2018)  
**Language:** English  
**Paperback:** 288 Pages  
**ISBN:** 152309396X



And this is the book, which is recommended here, how you can achieve the great relationship and results and servant leadership in action is there?

**Refer Slide Time: 33:05)**

## BOOK RECOMMENDATION:

We've all seen the negative impact of self-serving leaders in every sector of our society. Not infrequently, they end up bringing down their entire organization. But there is another way: servant leadership.

Servant leaders lead by serving their people, not by exalting themselves. This collection features forty-four renowned servant leadership experts and practitioners--prominent business executives, bestselling authors, and respected spiritual leaders--who offer advice and tools for implementing this proven, but for some still radical, leadership model. Edited by legendary business author and lifelong servant leader Ken Blanchard and his long-time editor Renee Broadwell, this is the most comprehensive and wide-ranging guide ever published for what is, in every sense, a better way to lead.

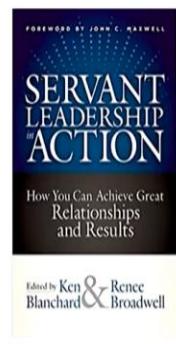


Image Source: [https://images-na.ssl-images-amazon.com/images/I/51RhWam9OUL.\\_SX329\\_BO1,204,203,200\\_.jpg](https://images-na.ssl-images-amazon.com/images/I/51RhWam9OUL._SX329_BO1,204,203,200_.jpg)

And these Ken Blanchard, and Renee Broadwell book is there.

**Refer Slide Time: 33:13)**

## References

- Hughes, R. L., Ginnette, R. C., & Curphy, G. J. (2012). LEADERSHIP: enhancing the lessons of experience. In *LEADERSHIP: enhancing the lessons of experience*.
- Robbins, S. P., & Judge, T. (2007). Organizational behavior. Upper Saddle River, N.J.: Pearson/Prentice Hall.
- Otero-Neira, C., Varela-Neira, C. and Bande, B. (2016), "Supervisory servant leadership and employee's work role performance: A multilevel mediation model", *Leadership & Organization Development Journal*, Vol. 37 No. 7, pp. 860-881. <https://doi.org/10.1108/LODJ-11-2014-0230>

These are the further references, which you can refer to for your studies and then, for these notes are also these references have been used. I am sure that you will find it by going to this literature. That is servant leadership is becoming more effective whenever we use each other in our organization.

**Refer Slide Time: 33:36)**

## References

- Source-<https://www.wrike.com/blog/how-authentic-leadership-theory-work/>
- Source- <https://www.forbes.com/sites/forbescoachescouncil/2020/03/11/traditional-leadership-vs-servant-leadership/?sh=7a3cf6ba451e>
- <https://peoplemanagingpeople.com/articles/what-it-really-takes-to-do-servant-leadership/>
- Source-<https://www.attendancebot.com/blog/servant-leadership/>
- Source: Adapted from *BusinessWeek*, October 30, 2006.
- Source-<https://www.mindtools.com/pages/article/servant-leadership.htm#:~:text=Greenleaf%20first%20coined%20the%20phrase,before%20you%20consider%20your%20own.>

These are further references. Thank you.

**Leadership and Team Effectiveness**  
**Prof. Santosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology - Roorkee**

**Module No # 05**  
**Lecture No # 22**  
**Role of Ethics and Values in Organizational Leadership**

Last time, we heard about moral leadership, and in continuation that today, we will interact on the role of ethics and values in organizational leadership is there. In these presentations, we will understand first.

(Refer Slide Time: 00:44)

## **CONTENTS**

- **Values**
- **Definitions of values**
- **Sources of values**
- **Types of values**
- **Definitions of ethics**
- **Ethical leadership**
- **Four ethical dilemmas**
- **Ethical vs. Unethical climate**
- **Research paper**
- **Case study**
- **Book recommendation**
- **References**

What are the values, the definition of values, then the sources of values types of will use the definition of ethics, then the ethical leadership. 4 ethical dilemmas ethical versus unethical climate, and as usual, the research paper, case study and book recommendations will be there.

(Refer Slide Time: 00:57)

## VALUES

- Values are basic and fundamental beliefs that guide or motivate attitudes or actions.
- Basic convictions that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence.
- Many of the values we hold are established in our early years- by parents, teachers, friends, and others.



Whenever we are talking about the values then definitely in that case basically, values are the basic beliefs value system. So always we comment on these what is your value system is there why? That is the whenever we are having these attitudes and behavior. This attitude generation of attitude is based on the value systems and data those values systems they are converting into our behavior also.

And as a result of which these beliefs, which are creating in the attitude and behavior they guider motivate our attitudes, are the actions are there. And therefore, in that case, it becomes very important what attitude do we have. Basic convictions it has a specific mode of conduct or end-state of existence that is personally or socially preferable to an opposite or converts the mode of conduct or end-state of existence.

Many of the values we hold are established in our early years by parents, teachers, friends, and others are there. So, therefore, the environment plays a very great role in, developing our values. What happens to the child from childhood is he has the observations one, is the observation sent on basis of the observations. So from where does, he gets observations? He gets observations from society. That is what the parents?

And what has been taught by the parents are interact, or the observed and perceived by the child? So, therefore, in that case, many times parents are surprised, it is we have not taught him, but how he has learned this value. So it is because of the surrounding environment nature in which the child is grown up.

**(Refer Slide Time: 02:46)**

## DEFINITIONS OF VALUES

Author Name	Definition
R.K. Mukherjee	"Values are socially approved desires and goals that are internalized through the process of conditioning, learning or socialization and that become subjective preferences, standards, and aspirations".
T. W. Hippie	T. W. Hippie, "Values are conscious or unconscious motivators and justifiers of the actions and judgment"
M. Haralambos	"A value is a belief that something is good and desirable".



So values are social as per the R.K. Mukherjee is concerned values are socially approved desires and goals. So actually, they may be many observations, but we observe those observations, which we approve right? And therefore, suppose I say honesty is the best policy but, in that case, the approval of this policy is very important. So it is not the presence of not knowing about this policy, they know. But there is either approval or not approval.

Values are conscious or unconscious motivators and the justifiers of the actions and judgment there and therefore, in that case, these are the values that are creating this type of this environment in which they either respond to the environment. And therefore whenever we are talking about responding to the environment so, actions and judgments are dependent on that.

So naturally, whatever will be the environment, then that will be justified by responding through our values. The belief that something is good and desirable so the value is a very positive term and whenever; we talk about the value, then in a given situation, the value is desirable. For example, whenever you are into a business, then there are certain values are will be there. That is the many slogans you will find that the people say that customer satisfaction is our value system so that is desirable.

**(Refer Slide Time: 04:20)**

## IMPORTANCE OF VALUES

- A powerful force affecting behaviour.
- Values contain a judgement element in that they carry an individual's ideas as to what is right or desirable.
- Provides a way to understand organization.
- Help to differentiation.
- Determine the retention.

A powerful force affects behavior therefore, values are the force that is driving the behavior. Values contain a judgment element in that they carry an individual's ideas as to what is or what is desirable, is there? So, there is in the previous slide, we have seen in the definition also, it is been given it is it justifies your behavior. So from behavior also we can find out what is the value system of the individual?

Provides a way to understand the organization's values are there and organizational values are creating the organizational culture and that culture, again, creates the value system in the new employees. So, therefore, it is very important to understand the organization helped, to differentiate between what is right, and what is wrong? And therefore, in that case, whenever we say that is, this is the particular value that has to be followed, and a decision is to be taken.

So that this decision will be depending on that what is, right? And what is wrong? Determine the retention and importance is this that is what happens in the life? There will be the positive effect there will be the negative effect upon is there. And whenever there is a negative effect are you still stick to you are values? And you are not sticking to your values and that will decide about the value systems.

**(Refer Slide Time: 05:44)**

## SOURCES OF VALUES

- Our homes,
- School,
- Society,
- Friends,
- TV,
- Church,
- Music,
- Books,
- Families,
- Culture,
- Employers,
- Time-period in which you were raised (70's anti-establishment, peace, individuality. 80's money, prestige, don't get caught, etc. 90's earth, green peace, health and fitness), etc.

Sources of values are our homes, schools, society, friends, TV then the church, music, books, and families with whom we interact and we learn by observing sense senses. Our senses decide about the sources of values are there and whatever we learn from the school were whatever we learn from our parents at the home, who are our friends because the friends, family friends in society.

And so in developing that particular value system, these 3 contribute a lot, then whenever we go, because this is taken from the western book. So whenever we are going to the religious replace, right, then we find that is there also, we learn about the values because the on whenever we are having the visit to the priests in the temple or into the father in the church. They tell us about that is a how-to lead your life.

When deserves him by having the value systems, then? By reading, the books are the families and culture. The culture here I would like to mention is a professional value. So professional values will develop from the organizational culture what type of organizational culture is there and on basis of the organizational culture, we are having these particular aspects of the developing the behavior.

**(Refer Slide Time: 07:02)**

## TYPES OF VALUES

- The values that are important to people tend to affect the types of decisions they make, how they perceive their environment, and their actual behaviors.
- There are two types of values;
1. Terminal Values.
  2. Instrumental Values.

*People Vary in the Relative Importance they place on Values.*



Now there are different types of values are there, they are important to people and tend to affect the types of decisions they make, how they perceive their environment, and their actual behaviors are there. And therefore, in that case, it is a selection. When we talk about the people tends to affect the types of decisions. So, therefore, in that case, that is a decision of what?

So that is how they are perceiving their environment whether the environment is ethical or unethical? And when there is an ethical environment, the ethical values will sustain that much the people know. There are 2 types of values, the terminal values, and the instrumental values are there. So people vary in the relative importance they place on values. So, therefore, in that case, ultimately values of life.

So when you see the terminal values to attain these values, they are the other values are to are the facilitating and supporting and these types of the values, they are called the instrumental values are there. So here you will always find that whenever we are talking about, the terminal values or the instrumental value instrumental values are becoming also, very important is not a terminal value, only.

Like so, what if instruments are also required to be ethical are instruments cannot be unethical. And therefore, in that case, it becomes very important that is the, whether you are having that did sort of these instrumentation process, which is generating the value system or not that is that decision is to be taken.

**(Refer Slide Time: 08:39)**

## TERMINAL VALUES

### Terminal Values

- An exciting life
- A sense of accomplishment
- A world at Peace
- A world of Beauty
- Family security
- Social recognition
- Friendship
- Freedom
- Happiness
- Pleasure
- Wisdom

### **• Terminal Values:**

- Desirable End States of existence; the goals that a person would like to achieve during his or her lifetime.



Now, whenever we are talking about these different types of terminal values are there. So from the name itself, it is very clear. It is a terminal value that is the n values are there. So exciting life vibrancy in life so, therefore, many people they always want. They do not like the routine work so a person who is having an exciting life cannot do a job. This is causing them, a very dull life so what is required is that vibrancy is required.

A sense of accomplishment is required. It is a goal is to be achieved and therefore in that case and unless and until the goal is not achieved the value systems will not be there. In a world of peace, many people want that there should be a peaceful life. If the world of beauty and many people they want that is you know, they should always look beautiful family security is for like the Indian culture.

This is a very prominent value system in their social recognition. Yes, professionally the people want to be getting recognized then, naturally, the continuing with the friendship, happiness, freedom, pleasure, and wisdom is there. So these are the different emotions basically, which are becoming part of values. When we are talking about; the desired end state of existence; that a person would like to attend go value system.

In the end whenever we are talking about those terminal values to achieve those terminal values, they will be certain the instrumental values will be there.

**(Refer Slide Time: 10:12)**

## INSTRUMENTAL VALUES

### Instrumental Values

- Ambition
- Broad-Mindedness
- Capability
- Cheerfulness
- Cleanliness
- Courage
- Forgiveness
- Helpfulness
- Honesty
- Imagination
- Politeness

- **Instrumental Values:**
- Preferable modes of behaviour or means of achieving one's terminal values



So what will be the instrumental value? Instrument value will be the ambition. So like, for example, the happiness will depend on the ambition of the individual. Did what sort of the ambition one is having if one is having the ambition to be the leader of the society. Then, in that case, that particular person that will become a source of ambition will be the source of happiness.

So, whenever ambition will be fulfilled, the person will be happy. Another one is the capability of the individual is there. So whatever the capability is individual, having that is becoming the instrument because you have to achieve those particular terminal values. To terminal values, for example, freedom is that there is a particular goal achievement and for this purpose, it is capability is required.

If the person is having that capability, then definitely this is a preferable mode of behavior. So, therefore, in that case, on basis of these instrumental values, the person decides what will be the mode of achieving the one terminal values. So, therefore, if the person's behavior is to achieve these particular terminal values, he has to make the justification with the help of the instrumental values.

**(Refer Slide Time: 11:43)**

## FOUR GENERATIONS

- Zemke is another researcher who has looked at differences in values across generations and how those value differences affect their approaches to work and leadership.



Now a beautiful study has been done Zemke is another researcher who has looked at the differences in values. So a lot of research is going on and therefore, we have to understand and that is the, whenever people say there is a value, what is the status of any system? So, they are on basis of the research across generations and how these value differences affect their approaches to work in leadership.

So traditionalists boomers are their gen x is there and Millennials are there and always we whenever we send one generation to another generation. So there will be a generation gap and as soon as there will be a generation gap, they will be a change in value systems are there. And that is why whenever you are having if you are studying the values of the traditionalist that, so then you will find, there is a different list is there

Whenever you will go for the boomers, they will be a difference between the traditional lists and the boomer's list is there. Whenever you will go for gen x, you will find again there is a change in the boomer's value systems, and in gen x, the value system is there. And whenever we talk about the millennials nowadays, then we find they are having a different value system is there. So which value system is right or wrong?

So, therefore, in that case, it becomes very important. That is every generation was having the right value system from the given time because they had developed this value system from the society itself.

**(Refer Slide Time: 13:05)**

## Dominant Work Values in Today's Workplace

Cohort	Entered the Workforce	Approximate Current Age	Dominant Work Values
Veterans	1950s or early 1960s	60+	Hard working, conservative, conforming; loyalty to the organization
Boomers	1965–1985	40–60	Success, achievement, ambition, dislike of authority; loyalty to career
Xers	1985–2000	25–40	Work-life balance, team-oriented, dislike of rules; loyalty to relationships
Nexters	2000 to present	Under 25	Confident, financial success, self-reliant but team-oriented; loyalty to both self and relationships

Dominant Work values in today's workplace is that is the veterans in nineteen fifties early nineteen sixties, 60+ those who are so their value system was the hard-working, conservative, conforming, loyalty to the organization. Boomers 1965 to 1985, 40 to 60 years of age currently success, achievement, ambition, dislikes of authority; loyalty to the carrier is there.

Xers so 1985 in gen generations so, 1985 to 2000 and it is a 25 approximately ages 25 to 40. Work-life balance, team-oriented, dislike of rules, loyalty to relationships and therefore, in that case, this will be more work-oriented. Nexter's 2000 to present those who enter into the workforce, from 2000 under 25. So they are confident, financial, success, self-reliant, but team-oriented; loyalty to both self and relationships are concerned.

And therefore, in that case, you will find that is the whenever we are talking about these dominant work values right from the veterans, boomers, Xers, Nexter. And when change in the value system, that is a hard-working, success, achievement, ambition, work-life balance, team-oriented, results of rule and the confident financial success. Then definitely these changes with the pride of the generations they debt have become the more and more dominating.

**(Refer Slide Time: 14:37)**

## DEFINITIONS OF ETHICS

Author Name	Year	Definition
Philip Wheel Wright	1935	Ethics is a branch of philosophy which is systematic study of selective choice of the standards of right and wrong and by which it may be ultimately directed.
Richard William Paul and Linda Elder	2006	"a set of concepts and principles that guide us in determining what behavior helps or harms sentient creatures".

Now, we cannot study the values, only in isolations way to talk about the ethics also. So Phillip Wheel Wright in 1935 his job ethics is a branch of philosophy that is the systematic study of the selective choice of the standards of right and wrong and by which he may be ultimately directed is there. So a lot of work was done in 1935 by Philip and researchers in the branch of philosophy.

And then it talks about that whenever we are talking about the values and ethics then that is a philosophy of life and this philosophy of life standard of the rights in the wrong and so, therefore, it has to be directed. So Richard William Paul and Linda Elder in 2006, a set of concepts and principles that guide us in determining what behavior helps us harm sentient creatures a very beautiful definition.

This talks about the practical implication whenever, we are talking about the practical implication of this particular system, then it is a set of concepts and principles. And therefore, in that case, are concepts and principles, which are forming the ethics? Those concepts and principles which are forming these ethics will decide and guide us, that is what type of the behavior helps or harms the sentient creatures.

**(Refer Slide Time: 15:59)**

## ETHICAL LEADERSHIP

- Leaders who treat their followers with fairness, especially by providing honest, frequent, and accurate information, are seen as more effective.
- Leaders rated highly ethical tend to have followers who engage in more organizational citizenship behaviors and who are more willing to bring problems to the leaders' attention.
- Ethical leaders use it in a socially constructive way to serve others



So it will be decided based on your ethics only. So, what is required? Whenever you want to make use of the values; there has to be supported by ethical leadership because you are to follow those ethics. So, leaders who treat their followers with fairness, this is about ethics, especially by providing honest, frequent, and accurate information. Now, please understand these are not just buzz words in the textbooks.

These are the practices observed in adopted by the successful leader. So, therefore, if you want to be a successful leader, then definitely you had you opt for these ethical practices that are fairness is concerned. You are required to be fair and especially provide the honest frequent is required and the frequent and accurate information.

You cannot just make the superficial studies and then you have to respond to that rather than frequent and the accurate information is acquired and these are seeing is more effective. And this fairness and these; ethical practices the providing the honest and frequent and accurate information. So, then these leaders have become the more successful and effective.

Leaders rated highly ethical tend to have followers who engage in more organizational, citizenship behavior is there OCB is there. And, in the OCB, we talked about the rights and duties that are there. So fundamental rights and fundamental duties have to be followed. In the case of the OCB is there. Now, this OCB is nowadays also converted into the positive that is organizational scholarship is concerned.

**(Refer Slide Time: 17:47)**

## DEFINITIONS OF ETHICAL LEADERSHIP

Author Name	Year	Definition
Yukl	2006	Ethical leader as one who promotes honesty, and mirrors his or her actions with their values and beliefs
(Freeman & Stewart)	2006	Define ethical leadership as "simply a matter of leaders having good character and the right values or being a person of strong character"

And relation to these definitions of ethical leadership Yukl 2006, the ethical leader promotes honesty and mirrors his or her actions with their values and belief. I have given this example; you see that honesty cannot hide from adopting the value of honesty. Honesty has to be there and therefore every researcher has most has supported this particular value system.

And mirrors are his or her actions because whatever is there honesty is there, that honesty will be deciding about how it is to be exercised based on the others and it is called the mirror. So when, when you are honest with others, this will be honest to you and therefore, that mirrors our, are actions with values and beliefs. Similarly, Freeman and Stewart have designed a matter of leaders having good character and the right values.

So strong character many times because of the incomplete messages I will say why incomplete messages? Because we are getting through; social media, we are; not know the facts about it. And therefore, they say that honesty is not the best policy many times the people talk about these issues. But then here, you will find that they know those who are following the ethical Style.

Well, then definitely in that case they are becoming successful. Otherwise, in the long term and short term, the person may be happy employee may be happy but in long term, it will not.

**(Refer Slide Time: 19:26)**

## ETHICAL LEADERSHIP CHARACTERISTIC

1. Justice
2. Respect others
3. Honesty
4. Humane
5. Focus on teambuilding
6. Value driven decision-making
7. Encourages initiative
8. Leadership by example
9. Value awareness
10. No tolerance for ethical violations

The justice ethical leadership characteristics of the justice so, therefore, one we have talked about that is about the honesty is concerned. Another one is Justice whatever we do there is justice whatever decision we take, there is justice. So that is why we say justification has to be given for a decision. Then respect for others is a concern how much do you respect others' honesty or already have talked.

Then the humane that is the personal touch-sensitive touch is very much required in case of this ethical leadership is concerned now and working together Brotherhood (()) (20:04) there is a focus on the teambuilding that is the objective is there. Value-driven decision-making is there the decisions are not taken, just because of the personal choice, rather than ETA is the best on the value systems of the organization.

Encourages the initiatives and therefore the people are becoming more and more taking the initiatives. Leaders by examples because they proved themselves because they have followed the values, they have been ethical, and therefore, they have proved themselves. And as a result, which you will find that is it, they have become successful because people follow the successful leaders only. The 4 ethical dilemmas are truth versus loyalty, individual versus a community, and short-term versus the long-term.

**(Refer Slide Time: 20:50)**

## FOUR ETHICAL DILEMMAS

1. **Truth versus loyalty**, such as honestly answering a question when doing so could compromise a real or implied promise of confidentiality to others.
2. **Individual versus community**, such as whether you should protect the confidentiality of someone's medical condition when the condition itself may pose threat to the larger community.
3. **Short-term versus long-term**, such as how a parent chooses to balance spending time with children now as compared with investments in a career that may provide greater benefits for the family in the long run.
4. **Justice versus mercy**, such as deciding whether to excuse a person's misbehaviour because of extenuating circumstances or a conviction that he or she has "learned a lesson."



So, therefore, when we talk about the truth versus loyalty honesty answering your question when doing so could a compromise a real or implied promise of the confidentiality other? This is conserved therefore, in that case, it is the whether the person is wanted to do this particular task or not. And if he wants to do the task, then definitely he will be able to complete a task within time.

Individual versus community is concerned, with whether you should protect the confidentiality of someone's medical conditions when the condition itself may pose threat to the larger community. And the short term versus long term is concerned, as I was giving the example, people prefer to sometimes the follow the values in the short term, but they are required to be the followed or a long-term.

Justice versus mercy, such as deciding whether to excuse a person's misbehavior because of the extenuating; circumstances or a conviction that he or she has learned a lesson. So now this has become a very big issue. So, therefore, in that case, all these four factors there is truth versus loyalty, individual versus communities, short-term versus long-term, justice versus mercy.

Whenever we are going for this type of ethical decision-making process, then, we had to decide whether we are having that value and ethics are Justified or not.

**(Refer Slide Time: 22:12)**

## THREE PRINCIPLES FOR RESOLVING ETHICAL DILEMMAS

- **Ends-based thinking** is often characterized as “do what’s best for the greatest number of people.” It is also known as utilitarianism in philosophy, and it’s premised on the idea that right and wrong are best determined by considering the consequences or results of an action.
- **Rule-based thinking** is consistent with Kantian philosophy and can be colloquially characterized as “following the highest principle or duty.”
- **Care-based thinking** describes what many think of as the Golden Rule of conduct common in some form to many of the world’s religions: “Do what you want others to do to you.” In essence, this approach applies the criterion of reversibility in determining the rightness of actions.



Then 3 principles for resolving ethical dilemmas and ends-based thinking are often characterized as doing what is the best for the greatest number of people. So, whenever we are in an ethical dilemma, we have to see which decision will help us the most for the people greatest number of people. It is also known as utilitarianism in philosophy and is premised on the idea that right and wrong are best determined by considering the consequences are results of an action is there.

And therefore, in that case, we are evaluating a particular action by rule-based thinking, which is there when Kantian philosophy can be colloquially characterized as following the highest principal or duties there. Whenever we are following the highest principle of our duties then definitely, we are talking about the rule-based thinking is there. Care-based thinking is there the golden rule of conduct common in some forms of many of the world's religions do what you want others to do you.

In essence, this approach applies the criteria for reversibility in determining the rightness of the action is there. So, this golden rule of conduct. So naturally, we will like to see the others who are surrounding us. They are doing the right things in the sense acceptable, by the society, acceptable by those value systems, acceptable by that ethical leadership. And when we are doing these things, we will say yes, it is done correctly.

**(Refer Slide Time: 23:40)**

## Four sources of Unintentional Unethical Decision Making

### 1. Implicit prejudice:

Bias that emerges from unconscious beliefs

Mental associations may not be true

Biases can be costly. They may lead to wrong decisions (e.g., in hiring a firing decisions)

### 2. In-group favouritism:

Bias that favors your group

Results in discrimination against others and the misallocation of resources

It erodes the bottom line and may lead to losses or lower profits



The 4 sources of unintentional unethical decision-making are the implicit prejudice bias that emerges from the unconscious belief this is very dangerous. So, therefore, in that case, as I mentioned getting the child first learn about his value system from the parents and therefore is biased. If there is a bias is there, then definitely immediately the action is, to be taken.

The mental associations may not be true biases costly. They may lead to the wrong decisions there is in hiring, a firing decision is there. So, therefore, in that case, many times, when we are the shortcuts in judging others, this type of decision arises. In-group favoritism bias that favors your group results in discrimination against others and the misallocation of resources is there and it erodes the bottom line and may lead to the losses are the lower profits are there.

So it is very important that is the whenever we are talking about the management of resources. Main, machine, material, money, method, minutes, whenever you are having these 6 M's in the resources, then it has to be taken care of that is the there is a proper distribution. Whenever there is a proper distribution, then there will be nobody to complain to you about the improved favoritism is there.

So, avoid this type of these allocations of resources to your people and then, you know, making the other person for waiting. So that is not the right way.

**(Refer Slide Time: 25:15)**

### **3. Over claiming credit :**

Bias that favors you

People tend to over-estimate their contributions

Claiming too much credit can destabilize alliances

May also reduce performance and the longevity of groups

### **4. Conflicts of interest:**

Bias That Favours Those Who Can Benefit You

Conflict of interest can lead to intentionally corrupt behaviour.

Over claiming credit is there a bias that favors you. So, therefore, in that case, whatever we want to do is that he says it is yes, this is and this is contributed by me. People tend to overestimate their contributions so whatever you are contributing so in this world in the history of the globe, so they have been the very big contributors so many contributors and if any successor says that this is, because of me.

It is not because of only him, he might be a major contributor agreeing but not only because of him, there are some minor contributors also. So, therefore, do not ever estimate overestimate, the contribution claiming too much credit can destabilize alliances. And therefore, one should not give go on them too much credit and reduce the performance and the longevity of the groups is there.

So, therefore, claiming that I have done these will be decreasing the morale of your group members so that is to be avoided. Conflicts of interest benefit your conflict of interest and can lead to intentionally corrupt behavior. So, therefore, in that case, those who are having the bias in behavior so then in bias behavior you are giving the help to somebody and) that is causing the dissatisfaction amongst others.

**(Refer Slide Time: 26:39)**

## ETHICAL VS. UNETHICAL CLIMATE

- **Ethical climates** refer to those in which ethical standards and norms have been consistently, clearly, and pervasively communicated throughout the organization and embraced and enforced by organizational leaders in both word and example.
- **Unethical climates** are those in which questionable or outright unethical behavior exists with little action taken to correct such behavior, or (worse) where such misbehavior is even condoned. It's likely that employees experience some degree of moral distress whenever a manager is perceived to behave unethically, but the distress is usually greater in unethical climates.



Ethical versus unethical climate is concerned ethical climate is referred to as those in the organization. As I mentioned in the society, and in the organization, ethical climate refers to those in which the ethical standards and norms have been consistently clear and persuasively communicated throughout the organization. So it is not only that is these, the ethical climate is expected from the lower management or middle management, or the top management.

It is having persuasive communication throughout the organization. So, everybody whether it is a lower, middle, or high, they are supposed to follow the value systems in the organization and embrace and enforce them by organization leaders in both word and by example is there. So, therefore, if you are following, that is correct. If you are not following, that will create the embracing of the ethical climate in the organization.

Unethical climates are those in which the questions are the outright unethical behavior exists with the little action taken to correct such behavior or worse is that where such misbehavior is even condoned. Employees likely experience some degree of moral distress whenever a manager is perceived.

And therefore, in the case of that whenever we're the employees they are having their own experiences they will decide about that is there or the moral will be that you will go down moral this way because it is the unethical climate is there. A very simple example is that is about the rewards, incentives, promotions, increments, and from where you can judge.

**(Refer Slide Time: 28:18)**

# CREATING AND SUSTAINING AN ETHICAL CLIMATE

- Formal ethics policies and procedures
- Core ideology
- Integrity
- Structural reinforcement
- Process focus

So the question arises of how to create and sustain an ethical climate. To create and sustain an ethical climate, formal ethics policies and procedures are the ethical policy is very important in the organization. And whenever there is a clear-cut manual clear-cut policy is there to do and do not that whatever they are doing that is will be acceptable. And any things, which will not be acceptable it is also to be communicated.

Then the core ideology will be there that is whenever we are talking about the particular vision statement especially. So, that vision statement will decide the integrity of that particular objective. So if there is integrity is there a particular objective? And then you are behaving with that particular objective yes, you are towards to achievement of that goal.

The structural reinforcement tall structure, flat cell structure, organizational structure, and therefore in that case, whatever the structure you are creating, that structure, is having the strong support of the ethical behavior. So it is not like this those who to whom in department or sections I am favoring and they are having the more power is compared to those departments to whom I am not in a favoring and they are having low importance no.

In the organization structure itself, it will be clear-cut there is empowerment will be done properly and justified or not. So, therefore, in that case, that is this value in the ethical leadership it is in long-term is very important, and can we create that climate? Yes, we can create the climate. Unfortunately, if you are into an organization where there is no clear-cut ethical climate is there then I will suggest that please go for the creation of such an ethical. And the value-based climate is suggested in the previous slide.

**(Refer Slide Time: 30:10)**

## RESEARCH PAPER



Personnel Review  
© Emerald Publishing Limited  
0083-8465

DOI 10.1108/PR-09-2019-0522

### Purpose

With the growing demand for ethical standards in the prevailing business environment, ethical leadership has been under increasingly more focus.

Based on the social exchange theory and social learning theory, this study scrutinized the impact of ethical leadership on the presentation of ethical conduct by employees through the ethical climate. Notably, this study scrutinised the moderating function of the person-organisation fit (P-O fit) in relation of ethical climate and the ethical conduct of employees.



### Linking ethical leadership and ethical climate to employees' ethical behavior: the moderating role of person-organization fit

Hassem Al Habib  
*Business Policy and Strategy, Universiti Malaysia Kuala Lumpur, Malaysia*  
Kent A. Williams  
*Faculty of Management, Dalhousie University, Halifax, Canada*  
Thirasan Ramayah  
*Universiti Sains Malaysia, Penang, Malaysia*  
Luis Aldren and Concierto Pablo Vinci  
*University of Salerno, Fisciano, Italy*

Received 27 September 2019

Revised 29 September 2019

22 November 2019

Accepted 29 March 2020

These are the research papers linking ethical leadership and ethical climate to employees and ethical behavior. So, therefore, in that case, this is because this support is required for future work. That is the leaders to whom we are developing their ethics they are aiming for an ethical climate for employees and ethical behavior is there. And what is the moderating role of person-organisation fit?

**(Refer Slide Time: 30:39)**

### Design/methodology/approach

To evaluate the research hypotheses, two-wave data were collected from 295 individuals who are currently employed in various Iraqi organizations (i.e. manufacturing, medical and insurance industries).

### Findings

In line with the hypotheses, the outcomes from a sample of 295 workers working in different Iraqi entities exhibited a positive relation between the ethical behaviour of leaders and the ethical conduct of employees in the ethical climate.

Moreover, it was observed that the P-O fit of employees moderated the relationship between ethical climate and the ethical conduct of employees such that the relationship was more robust for those with a high P-O fit in comparison to those with a low P-O fit.



So this paper is very interesting, which will be deciding about this particular purpose. And In line with the hypothesis, the outcomes from a simple of 295 workers working in the different hierarchies that are exhibited a positive relationship between the ethical behavior of leaders and the ethical conduct of employees in the ethical climate. Otherwise, also, we can create this hypothesis, which will be proven successful.

That is if we are creating ethical leadership in the organization. The employees will be having an ethical decision-making process. On the conduct of the employees, the moderator was observed. That is the, whenever we are talking of the person-organization fit of the employees moderated the relationship between the ethical climate and the ethical conduct of employees such that the relationship was more robust for those with a high PO fit in comparison to those with a low PO fit is there, first-person organization fit is there.

**(Refer Slide Time: 31:35)**

### Practical implications

This study has important practical implications. First, this study determined that ethical leadership (here, of the supervisors) positively influences the behaviour of subordinates (refers to the supervisors here); this in turn further improves the ethical behaviour of employees. It is vital that managers or supervisors are motivated to practice ethical leadership because they directly influence the employees. It has been suggested that top managers, especially chief executive officers, have the ability to shape the ethical climate, which also influences the ethical behaviour of employees further.



So, this study has important practical implications and determined that ethical leadership has a positive influence behavior of subordinates.

**(Refer Slide Time: 31:45)**

### CASE STUDY: Balancing Priorities at Clif Bar

- Gary Erickson is a man of integrity and avid cyclist. He founded Clif Bar Inc. in 1990 after finishing the 175-mile long ride longing for an alternative to the tasteless energy bars he had brought along. “I couldn’t make the last one go down, and that’s when I had an **epiphany—make a product that actually tasted good.**” He decided he could make better. He called on his experience in his family’s bakery, and after a year in the kitchen, the Clif Bar—named for Erickson’s father—was launched in 1992.
- Within five years sales had skyrocketed to \$20 million. He realized that his vision would be compromised once he lost control, so he walked away from the \$100 million deal (Had an offer from food co. for his Cliff Bar ).



This is suggested, similarly, this is the case study in which you can refer to a man of integrity and an avid cyclist and as usual, you can go through; this particular case study, and this case

study does not make a product that tasted good. And therefore, in that case whenever we are talking about it, especially in India. There is so much old organization. Then definitely we are talking about, how ethical and value system based on leadership is existing.

**(Refer Slide Time: 32:17)**

**Cont..**

His commitment to environmental and social issues are evident. His company has a staff ecologist who is charged with reducing Clif Bar's ecological footprint on the planet. 70 percent of the ingredients in Clif Bars are organic. A change in packaging has saved the company (and the planet) 90,000 pounds of shrink-wrap a year.

On the social side, He launched a project called the 2,080 program (2,080 is the total number of hours a full-time employee works in one year). This program encouraged employees to do volunteer work on company time.

Erickson is also committed to his team. He strives to make Clif Bar Inc.'s offices a fun place to be—there are plenty of bikes around; a gym and dance floor; personal trainers; massage and hair salon; an auditorium for meetings, movies, and music; and great parties.



So the environment and social issues are evident and how the decision has been taken because of his commitment.

**(Refer Slide Time: 32:25)**

**Cont.**

As the company grows, however, maintaining such values may not be easy. Clif Bar already has 130 employees, and revenue has been rising by more than 30 percent a year since 1998, according to Erickson. "We're at a point where we have to find a way to maintain this open culture while we may be getting bigger," says Shelley Martin, director of operations. "It's a balancing act."

#### **Questions**

Q1: Without knowing Gary Erickson's age where would you guess he falls in the four generations of workers as delineated by Zemke?

Q2: Consider the terminal and instrumental values. Recalling that leaders are motivated to act consistently with their values, what values appear to be most important to Gary Erickson?



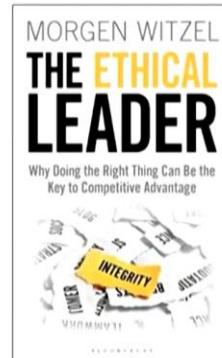
That you will see, that leader is having the, at a point where we have to find a way to maintain this open culture while we may be getting the bigger says Shelley Martin, director of the operation it is a balancing act. Without knowing Gray Erickson's age where would you guess he falls in the four generations of workers as delineated by the Zemke and considering the terminal and instrument values.

Recalling that leaders are motivated to act consistently with their values, what values appear to be the most important to Gary Erickson? Is there in this case study but with the help of this case study?

(Refer Slide Time: 33:03)

### BOOK RECOMMENDATION:

#### The Ethical Leader: Why Doing the Right Thing Can Be the Key to Competitive Advantage



- Authors: [Morgen Witzel](#)
- Publisher: [Bloomsbury Publishing](#) (2018)
- Language: English
- Paperback: 240 Pages
- ISBN: 9781472956583, 1472956583



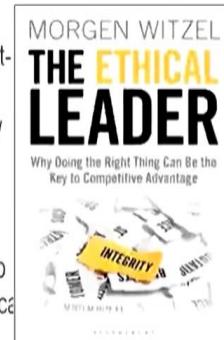
I will also like to suggest it is you also decide what will be the helpful for you.

(Refer Slide Time: 33:06)

### BOOK RECOMMENDATION:

Ethical behavior in and by businesses is often seen as a bolt-on extra--something that is nice-to-do but not must-do. Trust and respect among key stakeholder groups, especially employees and customers, cannot be overstated in their importance to an organization's success. Trust engenders loyalty and good reputation, which in turn builds brand value. *The Ethical Leader* provides a practical introduction to some key concepts in ethics, including how to deal with ethical paradoxes and how to make ethical decisions.

Ethical behavior is the key to trust-building, but it needs to go deeper than something managers do out of a sense of moral duty. *The Ethical Leader* shows why ethics needs to be the platform from which to build a strong and enduring business, and it provides the necessary tools and insights for how to make this happen.



(Refer Slide Time: 33:07)

## REFERENCES

- Al Halbusi, H., Williams, K.A., Ramayah, T., Aldieri, L. and Vinci, C.P. (2021), "Linking ethical leadership and ethical climate to employees' ethical behavior: the moderating role of person-organization fit", *Personnel Review*, Vol. 50 No. 1, pp. 159-185.  
<https://doi.org/10.1108/PR-09-2019-0522>.
- Hughes, R. L., Ginnette, R. C., & Curphy, G. J. (2012). LEADERSHIP: enhancing the lessons of experience. In LEADERSHIP: enhancing the lessons of experience.
- Robbins, S. P., & Judge, T. (2007). Organizational behavior. Upper Saddle River, N.J.: Pearson/Prentice Hall.
- <https://ag.purdue.edu/extension/esp/Shared%20Documents/Ethical%20leadership%20Purdue%20LEADERSHIP%20CONFERENCE%20ppt.pdf>
- <https://www.linkedin.com/pulse/servant-leadership-defining-history-examples-part-1-steven-rush/>
- <https://theintactone.com/2019/05/30/becsr-u1-topic-1-concept-of-values-types-and-formation-of-values/>



These are the book recommendations for you and these are the references which you can go for the further studies, thank you.

**Leadership and Team Effectiveness**  
**Prof. Santosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology, Roorkee**

**Module No # 05**  
**Lecture No # 23**  
**Leadership Behaviour**

Whenever we are talking about the behaviour of a leader then it becomes a **very** important that is we have to keep some factors into mind. This particular session talks about these are the certain contents which we will be talking about why study leadership behaviour effective versus ineffective leaders' behaviors and skills? 3 dimensional theories, leadership continuum, Ohio and Michigan leadership studies, managerial grid research paper and case studies and book recommendations as usual will be there.

No institutions can possibly survive if it needs geniuses or the superman to manage it. It must be organized in such a way as to be able to get along under a leadership composed of the average human beings. Peter Drucker the management expert has talked about it right. So that is if any organization if it wants to survive it needs the geniuses or superman to manage it.

If he is able to manage the superman then definitely it must be able to organize in such a way that is the along with the leadership composed for the average employee which is working in the organization.

**(Refer Slide Time: 01:40)**

No institution can possibly survive if it needs geniuses or supermen to manage it. It must be organized in such a way as to be able to get along under a leadership composed of average human beings.

Peter Drucker,  
Management expert



34

(Refer Slide Time: 01:41)

### Introduction

- Differentiating between effective and ineffective leaders requires looking at their behaviors and results.
- Leadership behavior can be observed and measured.
- Personality traits, values, and intelligence can not be directly observed, but they may contribute to effective leadership behaviors.
- Two other factors that influence leadership behavior are the followers and the situations.
  - Follower and situational factors can help determine whether a particular leadership behavior is “good” or “bad”.



35

If a leader is able to work with the average employees, then definitely, he will be able successful. And differentiating between the effective and ineffective leaders requires looking at their behavior and results. So, leadership behavior can be observed and measured. This is also very important and personality traits values and intelligence cannot be directly observed right.

But they may contribute to effective leadership behaviors are there. So, what type of personality traits are having on the leader and he well used and intelligence is there. So, therefore, whenever we are talking about leadership behavior it is becoming the IQ + EQ + SQ is there. It is an intelligent quotient then the emotional quotients and the spiritual quotients are there.

And 2 other factors that influence leadership behavior are the followers in the situations are following situations factor can have determined whether a particular leadership behavior is good or bad. So therefore, in that case whenever we are talking about these factors are there then the followers will end the situation naturally. Whenever, we talk about the leadership.

The leadership effectiveness who will be giving the certificate for that it will be the follower and situation. And therefore, when followers; and situations they help in leadership behavior. So that is in the coordination and there is a synergy.

(Refer Slide Time: 03:11)

### Why Study Leadership Behavior?

- Many people in positions of authority either cannot build and motivate teams or do not realize the negative impact of their behavior.
- Leadership behaviors are a function of intelligence, personality, traits, emotional intelligence values, attitude, interests, knowledge, and experience.
- Over time, leaders learn and discern the most appropriate and effective behaviors.
- Individual differences, followers, and situational variables play a pivotal role in a leaders' actions.

Image Source: [https://s3.amazonaws.com/media.eremedia.com/uploads/2016/03/399153044/Fotolia\\_76283005\\_S-700x467.jpg](https://s3.amazonaws.com/media.eremedia.com/uploads/2016/03/399153044/Fotolia_76283005_S-700x467.jpg)



When the synergy is developed between all these 3 then definitely in that case the outcome will be the effective leadership is there. So that behavior the behavior of the leader will be justified by the followers and situation. So many people in positions of authority either, cannot build and motivate teams or do not realize the negative impact of their behavior is there.

And that is why this subject is becoming very important because we will be talking about the many aspects of behavior and here it is very essential that is, it has been proved that is the; those who are not having the successful in the organization to lead. It is because of could not motivate their team. So leadership behavior; is a function of intelligence personality traits, emotional intelligence, values, and attitude, which we are talked about all these dimensions.

So over time leader learns and discern the most appropriate and effective behavior is there. The individual differences between the followers and the situation variables play a pivotal role in the leaders; actions and therefore in that case and it is not only the leaders' personality traits. I would like to add here it is the follower's personality traits and emotional intelligence that also contribute that is how it will in effective leadership or not.

**(Refer Slide Time: 04:41)**

Effective vs. Ineffective leaders	
Effective Leaders	Ineffective leaders
Strong people skills	Ineffective interaction style
Visionary	Not a team player
Team Builder	Team not fully developed
Personable/Approachable	Over-Demanding
Lead by example	Micromanages
Passion and Drive	Team not held accountable
Good listener	Inattentive/Poor listener
Develops people	Too self-centric
Empower people	Lacks emotional control
Positive attitude	Impatient

<https://therightleadership.com/book-reviews/what-separates-a-great-leader-from-an-ineffective-leader/>



37

So leadership Behavior has to be manager with the personality traits of the followers. And whenever there are these personality traits are managed by the leader with the followers, right? As we have talked about in the contingency theory and situational theory and then you will find that their particular effect is there. So effective leaders; are these strong people skills HR skills are very strong.

They are visionary they know what to do, and they are creating the goal. They are the team builder. They are personable and approachable then lead by example, impression in drive, are there for that particular, job and task, a good listener and develops the people and empower people, and positive attitude is there. Dear friends, and ineffective leaders; interactional style is not that much of more effective.

They are not a team member, they are not fully developed over demanding micromanages team not held accountable, are inattentive or poor listener, too self-centric, less emotional control and the impatient are there. So, here I would like to

mention about it is a team not held accountable. So, ineffective team leaders whenever they are leading the team knows so they are not a team player.

If they are team players, then they will help the team be accountable. And as soon as you say a word, it is, they held the team accountable. So then the credit will also go to the team.

**(Refer Slide Time: 06:11)**

### Behavior vs. Skills

Leadership behaviors differ somewhat from leadership skills.

- A **leadership behavior** concerns a specific action, such as "setting specific performance goals for team members."
- A **leadership skill** consists of three components, which include a well-defined body of knowledge, a set of related behaviors, and clear criteria of competent performance.

Leadership skills, such as delegating, can be seen much the same way. Good leaders know when and to whom a particular task should be delegated (knowledge); they effectively communicate their expectations concerning a delegated task (behavior); and they check to see whether the task was accomplished in a satisfactory manner (criteria). Thus a leadership skill is knowing when to act, acting in a manner appropriate to the situation, and acting in such a way that it helps the leader accomplish team goals.



38

So if you are going for this effective team leadership, then in that case, it is leader is required to make the team members, the accountable and then you see the results and you will get the fantastic results. The behavior versus skills leadership behaviors differ somewhat from leadership skills. A leadership behavior concerns a specific action such as setting specific somewhat from leadership performance goals for the team members is there.

Now, as I was mentioning that is the goal, goal creation. The goal creation is becoming very important and it is the; these settings specific performance goals. They are making this important aspect to lead the team because you are making the specific goal to achieve direction, is there to your team members to achieve is there. So a well-defined body of knowledge related behavior and component performance is there.

So, goal is very clear and then the body of knowledge is there be ok is there. So, naturally in that case, this is the competent performance has to be there by the team members are there. Now, whenever we are talking about the knowledge, then

definitely it is about the assignment of that goal. A particular task should be delegated to a particular person whenever you are going delegating a particular task.

Then the achievement will be the responsibility of the particular team member and it is about the behavior will be there.

(Refer Slide Time: 07:42)

### Three-dimensional theory – Kurt Lewin

**Autocratic**  
Take decisions on their own. Effective when there is no need for involvement of people in decision making and their motivation would lower down if they are not involved.

**Democratic**  
Involve people in decision making, can be difficult when options differ widely and is difficult to arise at one conclusion.

**Laissez-faire**  
Minimum level of involvement of people in decision making.. At times may create chaos.



39

And this Behavior has to be measured in terms of criteria. Whenever; you are measuring your terms in the terms of the criteria your behavior. So, task is their performance is there and criteria, is there. So naturally in that case, the leader can facilitate and support to the team member for the achievement of that particular goal or task.

So, Kurt Lewin has talked about the 3-dimensional theory and in which talks first talks about the autocratic state. They take decisions on their own effective and there is no need for involvement of the people in decision-making and their motivation would lower down if they are not involved. And therefore, in that case for the making this effective leadership in the Kurt Lewin that is this type of autocratic styles of the leaders, that will become more effective.

In the case of the democratic style because the autocratic style is effective where is the autocratic style? When there is no need of the involvement of others. So take your own decision. Democratic is there where the involvement of the people is required. So, if the involvement of the people is required you involve people there then the democratic style will be there.

Laissez-Faire is the minimum level of involvement of the people in decision-making. And at times it may create the cause because these Laissez-Faire; model is basically about the change management, organization development. So therefore, when we talk about the change management and organization development, then this Laissez-Faire style will not work.

(Refer Slide Time: 09:12)

### Early Leadership Studies

Early Leadership Studies – Likert : Behaviour on a continuum. Four main styles of leadership are:

- **Exploitive authoritative:** Responsibility lies in the hands of the people at the upper echelons of the hierarchy. The superior has no trust and confidence in subordinates.
- **Benevolent authoritative:** In a Benevolent Authoritative system, responsibility also lies at the upper echelons of the organisation. However, instead of inducing performance through the threat of punishment, and therefore fear, employees are instead motivated through a reward system. Superiors have more trust in their employees than do managers in an Exploitative Authoritative system.

Source: <https://www.managementstudyguide.com/likert-management-system.htm>



40

Either you have to be autocratic or democratic Autocratic is required, as for the situation democratic is required as per the opposite situation. So, our leadership studies, which will occur at behavior on a continuum for most leadership, are there. It is exploitive authoritative to exploitive authoritative, which means responsibility lies in the hands of the people.

At the upper are echelons of the hierarchy. The superior has no trust and confidence in the subordinates. And therefore, in that case, those authorities are at the top. Benevolent authoritative is in a manual authoritative system responsibility also lies at the upper echelons of the organization, right? And therefore, in that case, it is very important.

It is what level of these upper level you are having and through; the threat of punishment and fear employees are instead motivated through a reward system is there. So, superiors have more trust in their employees than do managers in an exploitive authoritative system is there. So, it is becoming very important. That is whenever we are having this particular threat of punishment, there is fear is there.

So, therefore, in that case, the leader is not going for this. He is not using this threat of punishment is there, right? Rather than he is benevolent. Benevolent authoritative is there, superiors have more trust in their subordinates and therefore, in that case, it is a kind style of the leadership, is there.

(Refer Slide Time: 10:15)

### Early Leadership Studies

- **Consultative:** Responsibility is spread widely through the organizational hierarchy. The superior has substantial but not complete confidence in subordinates. Some amount of discussion about job related things takes place between the superior and subordinates. There is a fair amount of teamwork, and communication takes place vertically and horizontally.
- **Participative:** Responsibility for achieving the organizational goals is widespread throughout the organizational hierarchy. There is a high level of confidence that the superior has in his subordinates. There is a high level of teamwork, communication, and participation.

Source: <https://www.managementstudyguide.com/lkerts-management-system.htm>



41

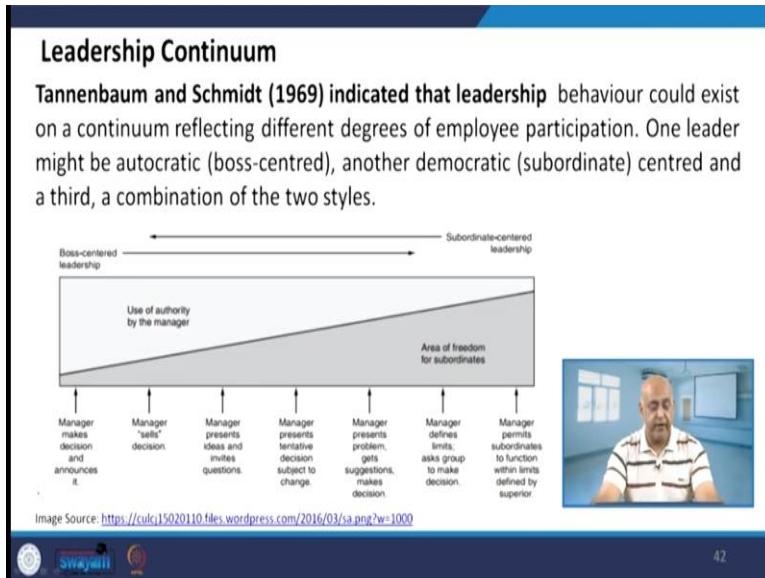
In early leadership studies, the consultative is concerned is spread widely through the organizational hierarchy. And the superior has substantial, but not complete confidence in the subordinates. So, some amount of discussion about job related things takes place between the superiors and subordinates is there and there is a fair amount of teamwork.

So consultative is there so of course we are talked about the authoritative also important when no involvement is required. But when there is a task, when the responsibility is spread widely through the organizational hierarchy, the superior is supposed to have complete confidence in subordinates and consult them. In the case of the participative is there then the responsibility for achieving the organizational goals is widespread throughout the organizational hierarchy.

So here; there is a high level of confidence that the superior lies in the subordinates and use he is having that confidence and trust in the subordinates. So there will be high level of teamwork, communication and participation is there. So here in the case of the consultative actually, what he is doing he is taking the opinion and when you sticking the opinion, there is a fair amount of teamwork is there.

But when we are talking about the participative so the decision itself; the decision will be taken by all the members. And therefore, in that case that communication, they will be the; of the high amount will be there as compared to the consultative is there where the communication is at the lower amount.

(Refer Slide Time: 12:23)



So, leadership Continuum, there is a Tannenbaum and Schmidt 1969 indicated that leadership behavior could exist on a Continuum reflecting different degrees of employee participation. So, one leader might be autocratic boss centered another is the democratic, other subordinate center and the third combination of the 2 styles is there, right.

So, therefore, in that case, it is not necessary that either, you will be having the autocratic or you will be having the democratic, right. The other, you will be having the participative you, or will be no participative rather than it is will be having the combination of the 2 style is there. That is the autocratic and the democratic both are there.

So use of authority by the manager and area of freedom for the subordinates; is there. And this is a subordinate center and this is becoming the boss centered leadership is there. So, ultimately manager, permits the subordinates to function within the limits defined by the superior, is there. So, he is been asked to do right but with the permission of the manager is there.

Manager, make decisions and announces it and in another case extreme case you will find it is not that is that he will be allowed to do. It is the manager will take the decisions only.

(Refer Slide Time: 13:41)

### Leadership Continuum (Cont.)

- The **boss-centred leadership style** refers to the extent to which the leader takes charge to get the work done. The leader directs subordinates by communicating clear roles and goals, while the manager tells them what to do and how to do it as they work towards goal achievement.
- The **employee-centred leadership style** refers to the extent to which the leader focuses on meeting the human needs of employees whilst building relationships. The leader is sensitive to subordinates and communicates to develop trust, support, and respect, while looking out for their welfare.



So, right from the use of authority, when we go for the use of the consultative, is there you will find. It is an equilibrium or these join combination of both is authoritative and the Continuum that both will be relying on that particular style of the leadership is concerned. Now every very interesting style of leadership, which we will talk about the boss centered leadership style is there.

So is the leader takes charge to get the work done and the leader direct subordinates by communicating clear roles and goals. While the manager tells them what to do and how to do it as they work towards the goal achievement is there. And therefore, in that case it is totally become the boss centered leadership style is there. He just gives instructions; it is what is to be done and he talks about that how it is to be done.

In the other style is that is the employees centered leadership style is there but to the extent to which the leader focuses on meeting the human needs of employees. Where is the building relationship right and therefore in that case it is becoming more and more the subordinate concern or the employee centered is there? The leader is sensitive to the subordinates and communications to develop trust, support, and respect. While looking out for their welfare is there right.

So dear friend, which is right? Which; is wrong? Neither the boss centered leadership style is right and wrong neither nor; the employee centered leadership style is the right and wrong. What is required is that as per the situation, either it has to be boss centered or it has to be the employee centered leadership style.

(Refer Slide Time: 15:19)

### Ohio state: Leadership Studies

- Ohio state university developed the **Leader Behavior Description Questionnaire (LBDQ)** and identified two independent dimensions of behaviors.
- **Consideration** is how friendly and supportive a leader is toward subordinates. Leaders high in consideration show concern by speaking up for subordinates' interests and expressing appreciation for work.
- This leadership style is People-Oriented.
- Some of the statements used to measure this factor:
  - Friendliness      • Supportiveness
  - Mutual trust      • Openness
  - Respect            • Concern for the welfare of employees



44

Ohio state university has developed the leader behavior description questionnaire (LBDQ) and they identified 2 independent dimensions of behavior. One is the consideration. Consideration is how friendly and supportive; leader is towards the subordinates and leaders have consideration. How concern for this picking up for the subordinates' interest and expressing appreciation for work.

And therefore, the consideration is towards, the more towards the human centered leadership style is there and employee centered leadership style is there. And therefore, in that case he will be more highly concerned with this speaking up for the subordinates. So that personal touch will be there, trust will be there, support will be there.

And in mind the subordinates will be the personality of subordinate will be into consideration. The leadership style is people oriented some of the statements used to measure these factors are friendliness, right. Mutual trust, respect, supportiveness, Openness, concern for the welfare of employees and therefore; in that case this consideration will be there.

Whenever, we are talking about these leadership studies are there and these HR oriented people or insubordinate oriented this shape of the leadership, which they have observed with the help of the leader behavior questionnaire.

(Refer Slide Time: 16:41)

**Ohio state: Leadership Studies**

- **Initiating structure** is how much a leader emphasizes meeting work goals and accomplishing tasks. Leaders high in initiating structure engage in task-related behaviors like assigning deadlines and monitoring performance levels.
- This leadership style is Task-Oriented.

Some of the statements used to measure are –

- Letting group members know what is expected of them
- Maintaining definite standards of performance
- Scheduling the work to be done
- Asking that group members must follow the standard rules & regulations
- These dimensions are independent continuums.



45

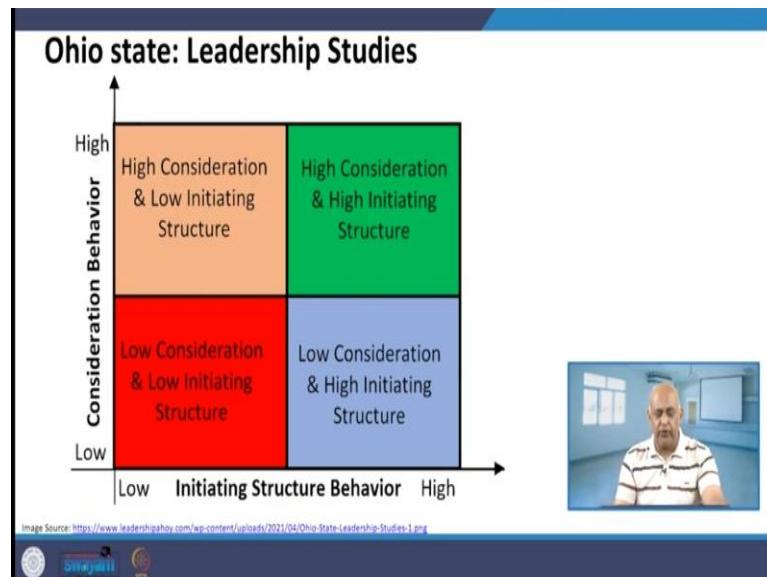
Then they have come out with the there are 2 styles one was the consideration another one is the initiating structure. So how much leader; emphasizes meeting work goals and accomplishing the task. Leaders high in initiating structure engage in task-related behaviors like assigning deadlines and monitoring performance levels are there. And therefore, in that case some of the statements to use to these measures are because the here the leadership is a task-oriented

Letting group members know what is expected of them. That is, it is a clear cut that it is a boss center oriented is there. And therefore, because actually boss means what that is a task because the statement, which we see that maintaining the definite standard of performance scheduling the work to be done, asking that group members must follow the standard rules and regulation.

So everything is from top to bottom it is instructed, it is directed, it is guided and these dimensions are independent continuums are there. So therefore, in that case you are not clubbing that it is your consideration with the initiating structures. To consideration with the initiating structures the combinations of whether it will work or not that we will see in the further contents.

But here important is this that is, the either there will be leaders for the consideration either they will be the leaders for the initiating structure is there, but as we are seen that is in the case of the boss centered in case of these and the employee centered is there did the Continuum is very important.

(Refer Slide Time: 18:10)



So here the consideration is high, consideration is low on the y axis. On the x axis it is low consideration and structure so therefore, in that case it will be the low consideration and low structure. High structure; and the low concentration, and here in fact, we will talk about the structure. So, this will be the structure. So, therefore, in that case it is the consideration is this side and the structure is this side.

So, structure is low and high so whenever low consideration right and the low structure is here right and whenever high structure high consideration and low consideration is there. So therefore, it will be the highest structure and this will be the low concentration. So, this in these 4 contents we will find that is higher consideration and low structure and a high concentration in the high structure is there.

So, whenever we are talking about these 4 situations now the question arises that is what sort of the leadership that will be to be adopted by these on the leader. So, as we have discussed in the previous slides. Therefore, it is required that it has to be high consideration and the high structure right. But I would also like to mention as we have seen in the previous slide that is the low consideration in low structure there is a laissez-faire is there, right?

And then in that case it is also possible that in the given situation you are having a low consideration and low structure is there. But in general, whenever we are talking about other relationships between this consideration and the structure is concerned then definitely you are required to go for these the combination as per the situation is there.

Because the consideration means what considerations mean people-oriented and when we are talking about this structure, then we are talking about is done task-oriented is there. So, whether it has to be task-oriented or it has to be people-oriented. Now we will leader will be effectively working on the basis of that is what type of the combination he is going to consider.

(Refer Slide Time: 20:34)

**University of Michigan**

- University of Michigan identified four categories of leadership behaviors that are related to effective group performance.
- **Goal emphasis and work facilitation** are **job-centered dimensions** similar to the LBDQ initiating structure behaviors.
- **Leader support and interaction facilitation** are **employee-centered dimensions** similar to LBDQ consideration dimensions.
- Job centered and employee centered behaviors are at opposite ends of single continuum.
- Findings of both university studies suggest that no universal set of leader behaviors is always associated with leadership success.



47

So that was the about the Ohio studies the Michigan study was also working on this and the University of Michigan identified 4 categories of leadership behaviors, and it related to the effective group performance. And these; are four categories of leadership behavior; where goal emphasis and work facilitation are job-centered dimensions.

Similar to the; that leader base questions initiating structure behavior by Ohio, that (LBDQ) we have discussed. So, therefore in that case it is the emphasis on the goal and the work, facilitation. So naturally, the dimension will be job-centered dimension is there. Whenever you talk about the leader support and interaction facilitation, so definitely that is the employees' centered dimensions are there and right.

Unlike; as in the case of the (LBDQ) consideration dimensions, which we have discussed just before. This job-centered and employee centered; behaviors are at opposite ends of the single continuum is there, right. So, either this will be the high jobs centered or it will be the high, the employee centered will be there. Findings of both university study, suggests that no universal set of leader behavior is always associated with the leadership success.

So when we are talking about the job center and employee Center please don't learn like this. It is job center will be the more successful. The employee centered will be the most successful. It is not like this, right? So, the, it will be depended on the task and situation and accordingly you were to adapt task whether the job of consideration oriented, or the job oriented as or the employee oriented is required.

(Refer Slide Time: 22:18)

### The Leadership Grid

- Blake and Mouton developed a two-dimensional leadership theory called "The Leadership Grid" that builds on the work of the Ohio State and the Michigan studies.
- The Leadership Grid profiles leader behavior on two dimensions:
  - Concern for people and
  - Concern for production.
- The word "concern" reflects how a leader's underlying assumptions about people at work and the importance of the bottom line affect leadership style. In that sense, then, the Leadership Grid deals with more than just behavior.



Robert Blake and Jane Mouton developed a 2-dimensional leadership theory and called the leadership grid. It builds on the work of the Ohio State and Michigan studies. When, I was in Shriram group, then one week training program. I have attended on this leadership grid at Pune in 1992. So, there it is the grid profile that is leader behavior on the 2 dimensions.

There is a concern for people and concern for production and the word concerned reflects how a leader is underlying assumptions about the people at work and the importance of the bottom line of it, the leadership style. So therefore, in that case, whenever he is having the concern for the people, so therefore he will adopt

accordingly the leadership style. In that sense, then the leadership grid deals with the more than just behavior right.

So therefore, in that case it is not just to be because of the behavior is concerned rather than it is also making the assumptions about the importance of the work which has been talked from whenever we are talking about the task-oriented leadership, in the case of the fiddlers' model also that we have talked about.

(Refer Slide Time: 23:34)

### The Leadership Grid

- Researchers rated leaders on a scale of one to nine, according to the following two criteria: concern for people and concern for production.
- Concern for people:** The degree to which a leader considers the needs of team members, their interests, and areas of personal development when deciding how best to accomplish a task
- Concern for production:** The degree to which a leader emphasizes organizational efficiency and high productivity when deciding how best to accomplish a task. The scores for these criteria were plotted on a grid with an axis for each criterion.
- The most effective leaders are said to have high concern for both people and for production.



49

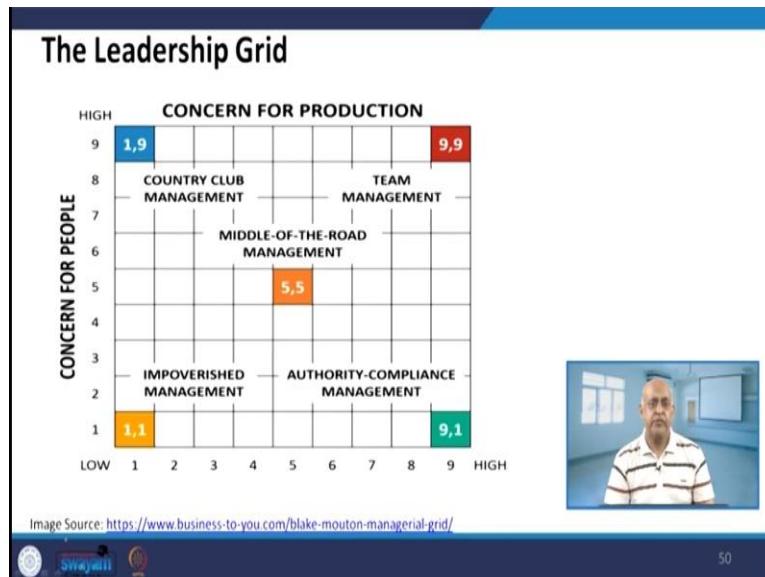
So here, the manager grid also it talks about that it is not only their leadership style, but it is a question of the; whatever situation is there. Researches rated leaders on a scale of 1 to 9 according to the following 2 criteria's concern for people and concern for production concern for people the degree is considered the need of the team members, so they were the items which were identified.

They were the team members their interest and areas of personal development and when deciding how best to accomplish a particular task, is there. Consumer production was about the efficiency and the high productivity. When deciding how best to accomplish a task the score for this criterion were plotted on a grid with an axis for each criterion.

The most effective leaders are said to have high concern for both people and for production that is in general dear friends. Like when we will see the grid here then I will also like to mention about that it is each scale of the grid. That is each scale of the weight will require a typical style of the leadership is there.

And therefore, in that case, whenever we are talking about this managerial grid for the people and the production is concern that at what stage that is your concern is there. If your concern is low moderate or high? Similarly, for production what is your target achievement?

(Refer Side Time: 25:00)



Now, come for production definitely, it will be always, it is not concerned with the quality will be always high. So here is I was talking about like 1-1, 9-1, 9-9 and 1-9 is there. So whenever 1-1 we are talking about which is called the impoverishment management and, if you remember a few slides about the Lassiez Faire style of leadership.

So that Lassiez Faire style of leadership theories about the low concern for these people production and low concern for the people is there. So, therefore, in that case, Lassiez Faire is 1-1 right please; do not discard any leadership styles. However, always what has required in the general statement again in a general statement it is 9-9 high concern; for people, high concern for production.

Then I say in general means it is if somebody asked what should be the leadership style. So, it will be told high concern for people and high concern for production. But when you are into the crisis management and when you want the productivity then you cannot be any concern for the people that high right. And you know I will like to give you one example, so when you do give the production tomorrow, export order is there and the booking is done and otherwise, it will be a huge loss.

So then in that case, what is required the production has to be ready by tomorrow and suppose some employees say that is they want go on leave.

(Refer Slide Time: 26:31)

### The Leadership Grid

**1. Impoverished Management (Indifferent) (1,1)**

In this style, the manager shows less concern for both production and people. It implies the manager's less interest in the position. In this situation minimum effort is needed for getting the work done and sustaining organisation membership. The leader acts as an observer, avoiding controversy and confrontation.

**2. Country Club (1-9) Management Style**

Under this style the leader is highly concerned with' the people. He tries to establish close personal relationship. Adequate attention to the needs of people leads to a comfortable organisation environment and work culture. The leader has maximum concern for people and minimum concern for production.



51

So, therefore, what you will do you will not that is the; you will concern only by these high concern for people and high concern for production. What will be there? You will go for the task-oriented now; this is more described here. The manager shows the less concern for both production and people it implies the managers less interest in the position.

In this situation, minimum effort is needed for getting the work done and sustaining organizational membership. The leader acts as an observer now you see, this is a positive point about this particular situation in a situation where you are the observer only. So, you do not put your nose into the particular task just have the observation and avoiding controversy and confrontation right.

Otherwise, what happens you are going as an observer and then you are obstructing in the operations. Country Club 1-9 management style is there. The leader is highly concerned with the people. He tries to establish close personal relationship, adequate attention to the needs of people leads to a comfortable organizational environment and the work culture.

The leader has maximum concern for people, and minimum concern for production is there. So, this is also, this is also a situation and therefore in that case, what leader

has to do that he has to get the minimum concern for the people. And therefore, in that case he will have the minimum concern for the production is there. If it is required suppose there is a crisis situation. Now, when; we are talking about this covid-19.

(Refer Slide Time: 28:00)

**The Leadership Grid**

**3. Middle of the Road (5-5) Management Style**

In this case, the leader gives emphasis on both production and relationship with the people. Proper organisation performance is possible through balancing the necessity of getting work done through maintaining morale of the people at a satisfactory level. The leader balances tasks with concern for people through compromise.

**4. Authority-compliance (9-1) Management Style:**

In this situation, the leader is mainly concerned with production and has little concern for people. He gives emphasis on getting the tasks done to increase production. The task is well-planned and the authority is well-defined. This is the task-oriented or autocratic style of leadership. The leader leads the people with instructions and discipline.



52

So, in that case definitely high concern for people and less concern for the production will be there. So that will be the 9-1 will be there. Now the 5-5 management grid the leader gives emphasis on both production and relationship with the people. The proper organization performance is possible through balancing the necessity of getting work done through maintaining the morale of the people at a satisfactory level.

And the leader balances task with concern for the people, through the compromise is there. And therefore, it is becoming with a more moderate way moderately is there balancing the necessity of getting work done from attending the morale of the people. The fourth one is Authority- compliance it is a 9-1 is there is a management style is there.

The leader is mainly concerned, with the production and has little concern for people. Here is emphasized and getting the task due to the increased production. The task is well planned and already is well defined. This is a task-oriented or autocratic style of leadership. The leader leads the people with instructions and discipline is there and dear friends do not take it as a negative right.

When it will be negative when the situation is of 3 or 2 or 1 that is the 5 -1 by 5-5 and 9-9 and 9-1 then you are going for the mismatch of the leadership style then in spite

of the 4 you are using 3 in spite of 3 you are using 1-2-4 in spite of 2 leadership girds are there.

(Refer Slide Time: 29:31)

**The Leadership Grid**

**5. Team (9-9) Management Style**

In this case, the leader has maximum concern for both production and people. This is the team leadership style in which the leader consults with his team and harmonies organisational goals. Work performed by committed people and inter-dependence through common organisational goals leads to the relationships of trust and respect. This style is considered to be the best leadership style.



swayam

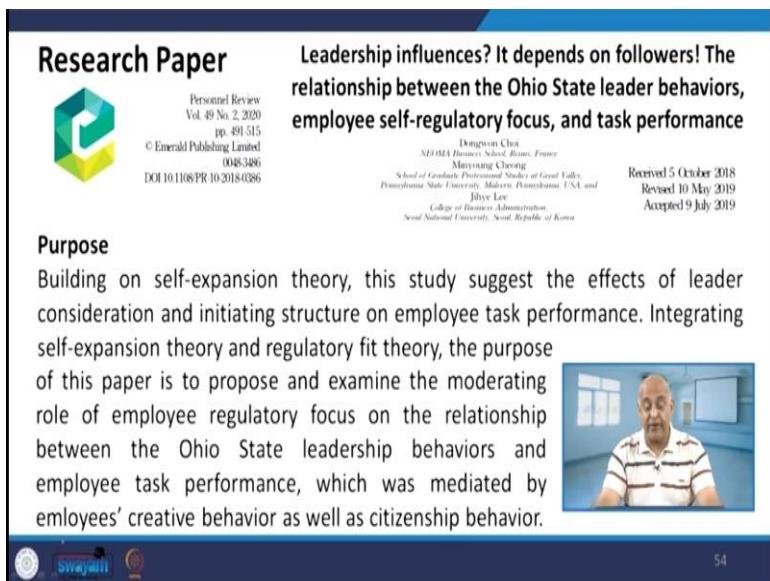
53

So, the net is about the 1-1, 1-9, 9-1 and 5-5 but as I mentioned it is the best style is the 9-9 is there. In general, given the situation in the leader has maximum concern for about production and people, this is a team leadership style in which the leader; consult with his team and the harmonious organizational goals. Work performed by the committed people and the inter-dependence of the common organizational goal leads to the relationships of the trust and respect.

And this style is considered to be the best leadership style is there, right in the general situation. Why I am repeating this; because if it is a task master is required there is a high production is required qualities is required; then please go for 9-1. Do not go for 9-9 what is wrong in 9-9 then. The wrong is this; that you are having the concern for people also, when the task is required, and then in that case, in long run organization will not be survive.

You, have to close the organization because the organization will be having the problem in this but whenever we are talking about this particular style in general that is it will work. And therefore, in that case this will be the best leadership style is there, right. So, if you are into the service industry are into the manufacturing industry in any nature of Industry, please follow the appropriate leadership style, understand the situation and then adopt 1-1, 1-9, 9-1 and 5-5 is there.

(Refer Slide Time: 31:12)



**Research Paper**  
Personal Review  
Vol. 49 No. 2, 2020  
pp. 491-515  
© Emerald Publishing Limited  
0048-3866  
DOI 10.1108/PR-10-2018-0386

**Leadership influences? It depends on followers! The relationship between the Ohio State leader behaviors, employee self-regulatory focus, and task performance**

Dongwon Choi  
INSEAD Business School, Bione, France  
Myoungsoo Cheong  
School of Graduate Professional Studies at Great Valley,  
Pennsylvania State University, University, Pennsylvania, USA; and  
Jihye Lee  
College of Business Administration,  
Seoul National University, Seoul, Republic of Korea

Received 5 October 2018  
Revised 10 May 2019  
Accepted 9 July 2019

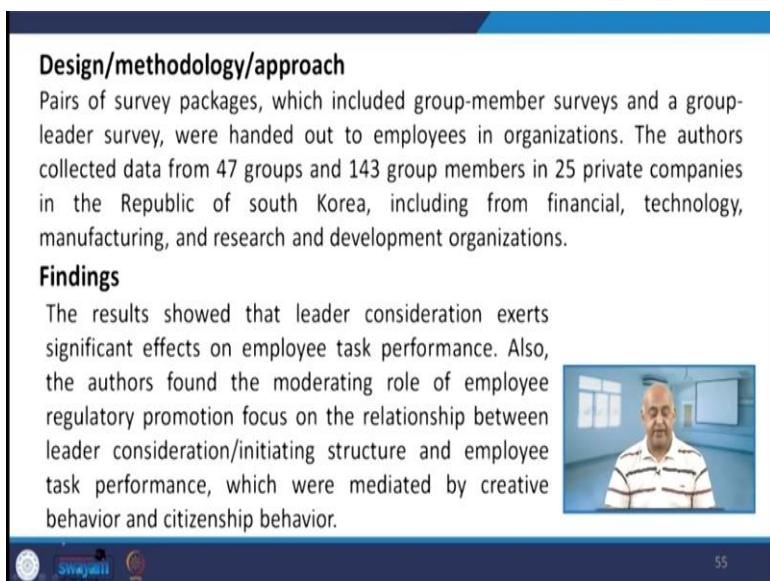
**Purpose**  
Building on self-expansion theory, this study suggest the effects of leader consideration and initiating structure on employee task performance. Integrating self-expansion theory and regulatory fit theory, the purpose of this paper is to propose and examine the moderating role of employee regulatory focus on the relationship between the Ohio State leadership behaviors and employee task performance, which was mediated by employees' creative behavior as well as citizenship behavior.



54

As usual, this is about the research papers it depends on followers as I was mentioning and the relationship between the Ohio state leader behaviors employee self regulatory focus and the task performance is there.

(Refer Slide Time: 31:27)



**Design/methodology/approach**  
Pairs of survey packages, which included group-member surveys and a group-leader survey, were handed out to employees in organizations. The authors collected data from 47 groups and 143 group members in 25 private companies in the Republic of south Korea, including from financial, technology, manufacturing, and research and development organizations.

**Findings**  
The results showed that leader consideration exerts significant effects on employee task performance. Also, the authors found the moderating role of employee regulatory promotion focus on the relationship between leader consideration/initiating structure and employee task performance, which were mediated by creative behavior and citizenship behavior.



55

So this is a paper, you can refer and you can find out what the designer methodology has been used by the here by this in the particular author. And the results showed that; leader consideration exerts significant effects on the employee task performance. Also, the authors found moderating role of the employer regulatory promotion focus on the relationship between the leader consideration and initiating structure.

And employee trust performance which was mediated by the creative behavior and the citizenship behavior is there and what is the citizenship behavior belongingness to the organization.

(Refer Slide Time: 32:00)

**Practical implications**

study has a practical implication for leaders: leaders should pay attention to followers in terms of what they really want and what kinds of behavior can be beneficial for them. Otherwise, both leaders and followers may be prone to the wasteful expenditure of time and resources. Moreover, given that regulatory focus has a dispositional nature to a large extent (Higgins, 1997, 1998), it is more reasonable to expect leaders to change their behavior than to expect followers to change their regulatory focus.

**Originality/value**

This study contributes to the advancement of the Ohio State leadership approach by integrating self-expansion theory and regulatory fit theory to investigate the distinct mechanisms and boundary conditions of its leadership process.



56

And the practical implication is there should pay attention to followers in terms of what they really want and what kinds of behavior can be beneficial for them. Both leaders and followers may be prone to the wasteful expenditure of time and resources, given that regulatory focus is a dispositional nature to a large extent. It is more reasonable to expect leaders to change their behavior than to expect followers to change their regulatory focus, beautiful; even these advice and beautiful concept.

That it is more reasonable to expect leaders to change their behavior than to expect followers to change their regulatory focus is there. This is the controversy advancement of the Ohio state leadership approach. The self-expansion theory regulatory field Theory investigates the distinct mechanisms and boundary conditions for its leadership process is there.

(Refer Slide Time: 32:56)

## Case Study: Ratan Tata

- Ratan Tata recently retired after 20 years as the Chairman and CEO of Tata Group, an Indian-based holding company made up of more than 100 different firms in seven different business sectors. As India's largest privately held business, this portfolio of companies generated over \$100 billion in revenues in 2012 and represents 7 percent of the Indian Stock Market. The companies in the portfolio are quite diverse and include Tata Steel, Tata Motors, Tata Consultancy Services, Tata Global Beverages, Tata Power, Tata Hotels, and Tata Communications, which together employ more than 450,000 people and operate in 80 different countries.



Image Source: <https://www.forbes.com/profile/ratan-tata/>

26

And this is the beautiful case study of the Ratan Tata right and therefore; here you will find that is the how this leadership style.

(Refer Slide Time: 33:10)

## Case Study (Cont.)

- Ratan Tata grew up in Mumbai and went to college at Cornell to get an undergraduate degree in architecture. Tata returned to India after college and started his career at Tata Group, as a fifth-generation family member, shoveling limestone and handling blast furnaces at one of the Tata Steel facilities. He quickly rose through the ranks and in 1991 became Chairman and CEO of the Tata Group. With a love for mechanics and a streak of perfectionism, Ratan Tata engineered several major acquisitions, including Jaguar and Land Rover car companies and Tetley Teas.



'Ratan Tata's Legacy' - The Economist, December 1, 2012, p. 12; 'From Pupil to Master: A New Boss at Tata' - The Economist, December 1, 2012, pp. 69-70.

58

Because always whenever we talk about the successful leaders in India, and we take Mr. Ratan Tata's name with very pride which is not only an ethical and the value-based organization. But it is the organization which works for the nation mechanism with taking people together and tasks together right. So, then there are this list is there including Jaguar, Land Rover and they; all right.

But this list is non-ending list because when we will start talking about the Tata group. The all 30 hours will be on only about Tata group only.

(Refer Slide Time: 33:56)

### **Case Study (Cont.)**

- Like many other portfolios, however, whereas some subsidiaries consistently reported strong business results, others have not been very good.
- When asked by shareholders to take a more Western approach to the portfolio by "killing, curing, or selling" underperforming companies to improve stock prices, Tata Group dismissed these criticisms as comically machismo and short-sighted. According to Ratan, the purpose of Tata Group was to foster nation-building, employment, and acquiring technical skills rather than achieving quarterly financial goals.

#### **Questions**

1. What behaviors did Ratan Tata exhibit that made him an effective or ineffective leader?
2. What emerging entrepreneur/leaders can learn from behaviour of Ratan Tata?



59

And therefore, in that case, always please understand it is the have to be very society concern organization and the naturally in this context of topics and the people oriented also and production oriented also. What behavior did Ratan Tata exhibit that made him an effective or ineffective leader? What emerging entrepreneur leaders can learn from the behavior of Ratan Tata is there? So, this case study which is a very popular case study and about the definitely very popular Ratan Tata.

**(Refer Slide Time: 34:34)**

### **BOOK RECOMMENDATION**

#### **Leadership Behavior DNA: Discovering Natural Talents and Managing Differences**

**Authors:** Lee Ellis, Hugh Massie

**Publisher:** FreedomStar Media (January 7, 2020)

**Language:** English

**Paperback:** 360 Pages

**ISBN:** 0983879397

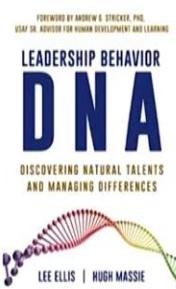


Image Source: <https://m.media-amazon.com/images/I/412s+UfmKAL.jpg>

60

And these are the book recommendations leadership behavior discovering natural talents and the managing differences are there.

**(Refer Slide Time: 34:41)**

**BOOK RECOMMENDATION**

Based on more than 45 years of hands-on human behavioral research and data working with millions of clients, Lee Ellis and Hugh Massie reveal in Leadership Behavior DNA®: Discovering Natural Talents and Managing Differences their personal stories on how they've successfully helped organizations achieve their goals by applying practical insights on human design.

Readers are empowered to:

- Grow by capitalizing on strengths and managing struggles.
- Improve communication and collaboration with people who are different.
- Develop the full potential of each person by leading them uniquely.
- Unify diverse teams by building trust based on understanding, acceptance and respect.

Image Source: <https://m.media-amazon.com/images/I/412s+UfmKAL.jpg>

61

And then this is about the in this book that is the how these tenses have managing these; struggles is there which are you can refer for the further studies.

(Refer Slide Time: 34:50)

## References

- Choi, D., Cheong, M., and Lee, J. (2020), "Leadership influences? It depends on followers! The relationship between the Ohio State leader behaviors, employee self-regulatory focus, and task performance", *Personnel Review*, Vol. 49 No. 2, pp. 491-515. <https://doi.org/10.1108/PR-10-2018-0386>
- Hughes, R. L., Ginnette, R. C., & Curphy, G. J. (2012). LEADERSHIP: enhancing the lessons of experience. In *LEADERSHIP: enhancing the lessons of experience*.
- Robbins, S. P., & Judge, T. (2007). *Organizational behavior*. Upper Saddle River, N.J: Pearson/Prentice Hall.
- <https://www.businessballs.com/organisational-culture/likerts-management-systems/>
- <https://www.slideshare.net/tommathew161/managerial-grid-27447395>
- <https://www.yourarticlery.com/leadership/blake-and-moutons-managerial-grid-with-diagram/70099>
- <https://therightreflection.com/book-reviews/what-separates-a-great-leader-from-an-ineffective-leader/>

62

These are the references from these notes have been taken and you can also go in detail with the help of this references is all about. That is the how the people and task-oriented leadership or the consideration right and initiating structure is there. Thank you.

**Leadership and Team Effectiveness**  
**Prof. Santosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology - Roorkee**

**Module No # 05**  
**Lecture No # 24**  
**Leadership Pipeline**

With this particular session about this leadership pipeline, we will be discussing with you, the competency model, leadership pipeline, leadership pipeline model, potential and performance metrics, 5 leadership pipeline mistakes, and rules for developing the leadership pipeline.

**(Refer Slide Time: 00:42)**

## **CONTENTS**

- Competency Model
- Leadership Pipeline
- Leadership Pipeline Model
- Potential/Performance Matrix
- Five Leadership Pipeline Mistakes
- Rules for Developing Leadership Pipeline
- Research paper
- Case study
- Book recommendation
- References

And as usual, we will be discussing the leadership papers, case studies and book recommendations on this particular topic.

**(Refer Slide Time: 00:49)**

## Competency Model: Hogan and Warrenfeltz Domain Model

Competency Models describe the behaviors and skills needed for organizational success. All organizational competency models fall into one of four major categories.

**Interpersonal Skills** - Interpersonal skills concern building and sustaining relationships. Interpersonal skills can be described in terms of three components: (a) an ability to put oneself in the position of another person, (b) an ability to accurately perceive and anticipate other's expectations, and (c) an ability to incorporate information about the other person's expectations into subsequent behavior.

**Intrapersonal Skills** – Intrapersonal skills develop early in childhood and have important consequences for career development in adulthood. Core components include core-self esteem, resiliency, and self-control. Intrapersonal skills form the foundation on which careers develop.



3

So, whenever we are talking about the competency model that is the Hogan and Warrenfeltz domain model. And this competency model describes the behavior and skills. Now what is the most important is that whenever we are talking about the attitude, behavior, and cognitive dissonance which we have talked about earlier that are the mental attitude, a state of mind. And therefore, in that case, this competency model is mostly focused on the behavior, that is how should be the behavior and what are skills are needed for organizational success.

And all organizational competence models fall into one of 4 major categories. As we have talked about interpersonal skills and second is the intra-personal skill is there. So, at workplace, it is very important to put oneself in the position of another person and see that is if this behavior is done by others with me what will be my reaction or feelings? And others' fulfillment accurately perceives the expectations of others right and incorporates the information of other persons expectations are there.

Similarly, intra-personal is there so within it is the individuals within that are what core competency do I have? What is my liking for self that is called the self-esteem? So, if your self esteem is very high then in that case definitely, we will be able to develop the competency and behavior and skills at the workplace because we like ourselves.

**(Refer Slide Time: 02:35)**

## **Competency Model: Hogan and Warrenfeltz Domain Model**

**Technical Skills (Business skills/work skills)** - Technical skills differ from Intrapersonal and Interpersonal skills in that they are (a) the last to develop, (b) the easiest to teach, (c) the most cognitive, and (d) the least dependent upon dealing with other people. Technical skills involve comparing, compiling, innovating, computing, analysing, coordinating, synthesizing, and so on.

**Leadership Skills** - Leadership skills can be understood in terms of five components that depend upon intrapersonal, interpersonal, and technical skills. First, leadership skills entail an ability to recruit talented people to join the team.

Second, one must be able to retain talent once it has been recruited. Third, one must be able to motivate a team. Fourth, effective leaders are able to develop and promote a vision for the team. Finally, leadership skill involves being persistent and hard to discourage.



Source: [https://info.hoganassessments.com/hubsfs/EL\\_Hogan\\_Comp\\_Model.pdf](https://info.hoganassessments.com/hubsfs/EL_Hogan_Comp_Model.pdf)

4

Technical skills are there, and business skills and work skills are there. So, this technical skill differs from the intrapersonal and interpersonal skills in that they are the last to develop to the easier to teach. Because they are the most of that is especially with the running of the machine physical teaching is there. The most cognitive and the least dependent upon dealing with the other people is there so here it is about yourself only.

This is very important in the organization we have to interact with others. While in the technical skills it is our own is there. And the fourth one which is most important is that the leadership skills are there. So if we are the skills and ability to recruit talented people and second is one must be able to retain talent that has been recruited must be able to motivate a team and fourth effective leaders are able to develop and promote a vision for the team. And finally, leadership skills involve being persistent and hard to discourage.

So therefore, in that case all these skills which we are talking about the 5 components is there identifying the talent that is a very big challenge is there. Like how to identify the CEO in the class. So, once you are able to find identify the CEO in the class you will be then you are supposed to get work done from them that is the retention. Retention will be another issue that is the leadership skills required that is the good people should be remaining with you only.

**(Refer Slide Time: 04:07)**

## Brief about Leadership Pipeline

- A systematic, visible system of identifying employees for succession, combined with the processes for their development.
- This is having a pool of prepared leaders and not just a list of prospective candidates across all organizational levels to fill vacancies in key positions when needed.



Now on the basis of these skills when you talk about the intrapersonal skills, the interpersonal skills, the technical skill is there and the leadership skills are there. Then we talk about the pipeline with the help of these skills right. So, a systematic visible system of identifying the employees for succession pipeline means what that is who is at the leadership position number 1. then you will be able to replace the position number 2 and that is called succession.

So combined with the process for their development is there so always whenever we are developing the employees, we are not developing the employees only for the current position. We are developing the employees for the next level also. And that is called succession planning is there and there this leadership pipeline has to be used. So, organizations are having prepared leaders and not just a list of prospective candidates across all organizations is there.

And this is succession planning basically developing the people for the next level. It is not only at the top level only the middle level or only the junior level.

**(Refer Slide Time: 05:19)**

## BUILDING LEADERS AT EVERY LEVEL: A LEADERSHIP PIPELINE

- The Leadership Pipeline model shows where leaders should spend time, what behaviors they need to exhibit, and what challenges are likely at different organizational levels.
- It outlines leader development through organizational levels from the first-line supervisor to functional manager to CEO.
- The pipeline offers a roadmap for individuals who want to chart their career progression.
- It provides a useful framework for considering how leadership competencies change as people are promoted through organizations.



This particular planning is done on all the levels right from the junior, middle and the top level is there. So, building the leaders at every level a leadership pipeline shows the leader should spend time what behaviors they need to exhibit and what challenges are likely at different organizational levels. So, there are 3 levels basically the lower level the middle level and the top level is there. So, at every level that will require the time spending the time right so therefore in that case whenever we are talking.

But here I want to say also mention that is models of suggest that is the leadership that is the time on leadership is spent more on the junior level as compared to the top level is there. And definitely at every level there will be the different challenges are there. It outlines leader development through organizational levels from the first line supervisor to functional manager to CEO. So therefore, right from the first line supervisor as I was mentioning about the junior level at the immediate supervisor level to the workers to the workers supervisors to the workers or the chief supervisors we can say.

So, these chief supervisors from that level the leadership style to the top level management of the CEO's is concerned. The pipeline offers a roadmap for individual who want to chart their carrier progression right and therefore in that case it will be always be having this roadmap for the individual is there.

**(Refer Slide Time: 06:50)**

## BUILDING LEADERS AT EVERY LEVEL: A LEADERSHIP PIPELINE Model

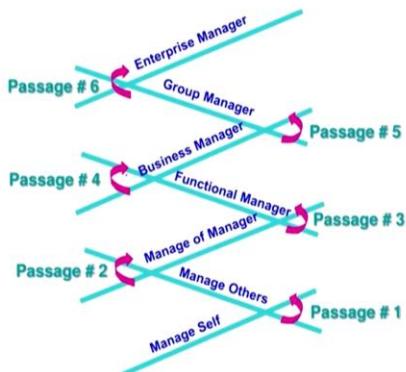


Image Source: <https://www.slideserve.com/cathleen-brown/the-leadership-pipeline-at-bnl>

7

And how it will be the roadmap that is the first and foremost is manage the self and self-management is the best management. And for that purpose, the leader is required to be highly motivated, and when he is able to manage the self properly with all these with his own habits attitude knowledge level. If he is managing then definitely, he will reach out to manage the others out there. If his knowledge level is not at a higher level how he will manage the others?

When you are managing the others manager managers is there that is how we can manage the managers because it will require fundamentally more absorptions. And the functional managers are there and these functional managers will be converted into the business manager. Then it will be with the group managers and then there will be the enterprise manager. So, building the leaders from every level right from the managing the self as a leader to the enterprise level manager other leaders are required is there.

All this will be possible only when you are developing right from the beginning of the joining of the organization of the employee. If then the employee joining from this in beginning of the organization then definitely, he will be able to learn and understand the culture of the organization. When he learns and understands the culture of the organization, he will be able to managing the self to managing others is there.

**(Refer Slide Time: 08:29)**

## PASSAGE 1: Managing Self to Managing Others.

- First-time managers need to learn how to reallocate their time so that they not only complete their assigned work but also help others perform effectively. They must shift from doing work to getting work done through others. This is especially difficult for first-time managers.
- Part of the problem is that they still prefer to spend time on their old work, even as they take charge of a group. Yet the pressure to spend less time on individual work and more time on managing will increase at each passage.
- If people don't start making changes in how they allocate their time from the beginning, they're bound to become liabilities as they move up. It's a major reason why pipelines clog and leaders fail.



So, first-time managers need to learn how to reallocate their time so, that they not only complete their assigned work but also help others perform effectively. So, time management in managing self is becoming the most important thing is there. And whenever when a person is able to manage himself with the time, they must shift from the doing work to getting work done through others right, and then he will be able to get the work done through others is there.

And this is especially difficult for first-time managers those who are newly entered into the managerial level for them this is becoming a typical issue. Part of the problem is that they still prefer to spend time on their old work right even as they take charge of a group. Yet spending less time on the individual work and more time on managing will increase at each passage.

So irrespective of the level whether it is a junior level, middle level, or the top level is there that is the individual has to manage and then it will be increasing with the passage of time it will be increasing. If people do not start making changes in how they allocate their time from the beginning they are bound to become liabilities as they move up.

**(Refer Slide Time: 09:51)**

## PASSAGE 2: Managing Others to Managing Managers.

- Managers at Passage Two need to be able to identify value-based resistance to managerial work, a common reaction among first-line managers.
- They need to recognize that the software designer who would rather design software than manage others cannot be allowed to move up to a leadership role. No matter how brilliant he or she might be at designing software, the individual will block the leadership pipeline if he or she does not derive satisfaction from managing and leading people.
- In fact, one of the tough responsibilities for managers of managers is to return people to individual contributor roles if they don't shift their behaviour and values.



So, therefore, in that case if in the beginning, they are not making the changes they are not developing their self. Then definitely they will; bound to develop others and themselves in the later stages there. In passage 2 whenever we are talking about managing others to the managing managers, they need to be able to identify value-based resistance to managerial work a common reaction amongst the first-line managers there.

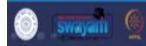
And therefore, in that case, this value-based resistance to the managerial work will be done and a common reaction will be there amongst the first-line managers are there. And these first-line managers are leading from the front right so therefore a common reaction is expected at this level are there. They need to recognize that the software designer who would rather design software than manage others cannot be allowed to move up to a leadership role no matter how brilliant he or she might be at designing software.

And the individual will block the leadership pipeline if he or she does not derive satisfaction from managing and leading people. This is a very important point for those who think that is I am very good at my work so I will be the leader it is not so because the leadership style requires managing others also. So, you might be excellent in your job but it will not give you leadership positions because the leader requires to work with others, the leader requires to develop others, leader require to have team effectiveness leader require to take the people along with him.

**(Refer Slide Time: 11:21)**

### PASSAGE 3: Managing Managers to Managing Functions.

- Succeeding in the third leadership passage also requires increased managerial maturity. In one sense, maturity means thinking and acting like a functional leader rather than a functional member.
- But it also means that managers need to adopt a broad, long-term perspective. Long-term strategy, especially applied to their own function, is usually what gives most managers trouble at this stage.
- At this level, effective leadership entails creating a functional strategy that enables them to do something better than the competition. Whether it's coming up with a method to design more innovative products or reach new customer groups, these managers must push the functional envelope



10

Only then he will be in the leadership position. But if he is not moving through the leadership position, he will block that particular passage. So, what you have to learn is that is in addition to your technical skills you might be very expert in your technical skills. But whenever in the organization, whenever the leadership positions are considered, it is also been seen whether people is able to get work done with the others or not.

Succeeding in the third leadership passage also requires the increased managerial maturity and in one says maturity means thinking and acting like a functional leader rather than a functional member. And therefore, it is the very important you have you are the part of the organization. But it also means that managers need to adopt a broad long term perspective long term strategies. Especially applied to their own function is what usually gives up the most managers stable at this stage and therefore designing the strategy.

Long term goals long-term planning it is not that easy which creates the problem. Effective leadership enters creating a functional strategy that enables them to do something better than the competition. So, it is not only about the completion of the performance but rather than better than that and whether it is coming up with a method to design more innovative or the reach new customer groups these managers must push the functional envelope.

**(Refer Slide Time: 12:51)**

#### PASSAGE 4: Functional Manager to Business Manager

- This passage represents a sharp turn: A major shift in skills, time application and work values must take place. This is not simply a matter of thinking more strategically. Rather than consider the feasibility of an activity, a business manager must examine it from a short- and long-term profit perspective.
- For people who have only been in one function their entire careers, the position of business manager represents unexplored territory.
- Not only do they have to learn to manage different functions, but they also need to become skilled at working with a wider variety of people than ever before; they need to become more sensitive to functional diversity issues and able to communicate clearly and effectively.



11

This passage represents a sharp turn, manager to the business managers now here the passage is having the different approach. A major shift in skills time application and work values must take place. And this is not simply a matter of thinking more strategically rather than consider the feasibility of an activity a business manager must examine it from a short- and long-term profit perspective.

So therefore, in that case, these people who have only been in one function their entire careers the position of business manager represents unexplored territory. Because whenever you are talking about the functional manager to a business manager so the example is the production manager is there. Production manager may be excellent when he will become head of the all the business whether he will be able to handle the business or not is a different trick.

So not only do they have to learn and manage different functions but they; also need to become skilled at working with a wider variety of people than they ever before. They need to become more sensitive to functional diversity issues and able to communicate clearly and effectively. So, therefore, in that case, if the manager is able to communicate with the others very clearly and effectively then definitely in that case he will be more successful.

**(Refer Slide Time: 14:17)**

### PASSAGE 5: Business Manager to Group Manager

- A business manager values the success of his own business; a group manager values the success of other people's businesses. The distinction is critical because some people derive satisfaction only when they're the ones receiving the lion's share of the credit. As you might imagine, a group manager who doesn't value the success of others will fail to inspire and support the business managers who report to him.
- Group managers must master four skills:
  1. Evaluate strategy in order to allocate and deploy capital.
  2. Develop business managers.
  3. Develop and implement a portfolio strategy.
  4. Assess whether they have the right core capabilities to win.



Business managers to the group manager so a business manager values the success of his own business a group manager values the success of other people's business wonderful definition. So all business managers; may not be necessarily the group that manages right. Because they may have this ability to perform; their business in the best way but they may not have the ability to perform as a leading group manager.

A critical because some; people derive satisfaction only when they are the ones receiving the lions; share of the credit. As we might imagine that is a group manager who does not value the success of others will fail to inspire and support the business managers who report to him. And therefore, in that case he might be getting the results in production and productivity but he will be failing to lead the business managers.

So group managers must master 4 skills to evaluate the strategy in order to allocate and deploy capital develop business managers, develop and implement a portfolio strategy, and assess whether they have the right or core capabilities to win or not. And therefore, this particular SHRM strategy of the human resource management right from the evaluating strategy is there. And till the core capabilities to win then all these business managers to the group managers they are required to design this such leadership pipeline so that they are becoming the more and more successful.

**(Refer Slide Time: 15:52)**

## PASSAGE 6: Group Manager to Enterprise Manager

- The transition during the sixth passage is much more focused on values than skills. To an even greater extent than at the previous level, people must reinvent themselves as enterprise managers. They must set direction and develop operating mechanisms to know and drive quarter-by-quarter performance that is in tune with longer-term strategy.
- Enterprise leaders need to come to terms with the fact that their performance as a CEO will be based on three or four high-impact decisions each year. There's a subtle but fundamental shift in responsibility from strategic to visionary thinking, and from an operating to a global perspective.



13

The group managers to the enterprise managers finally the transition during these 6 passages such more focused on values than the skills. And therefore, now you see as we are going up in the passages you will find that is the HR skills are becoming more important. Working with these group people is more important than only having the expertise in your technical skills.

To an even greater extent than all the previous level people must reinvent themselves in enterprise managers they must set direction and develop operating mechanisms to know and drive quarter by quarter performance that is in tune with the longer-term strategy. So, enterprise leaders need to come; to terms with the fact that their performance as a CEO will be based on the 3 or 4 high impact decisions each year.

And therefore, in that case whatever is your performance as a CEO is there. So, the debt will be reflecting in the terms that is the high impact decisions which you are taking in the period of time maybe from the 3 years, 4 years or 5 years. So, this will be the high impact decisions are becoming very important. There is a subtle but fundamental shift in responsibility from the strategy to the visionary making is there.

And therefore, in that case that is making the leaders right from the managing self to the enterprise manager a complete pipeline will be developed. A visionary pipeline will be developed.

**(Refer Slide Time: 17:35)**

### A well-defined leadership pipeline delivers important benefits

1. By establishing appropriate requirements for the six leadership levels, companies can greatly facilitate succession planning, and leadership development and selection processes in their organizations.
2. Individual managers can clearly see the gap between their current performance and the desired performance. They can also see gaps in their training and experience, and where they may have skipped a passage (or parts of a passage) and how that's hurting their performance.
3. Leadership passages provide companies with a way to improve selection. Rather than basing their selection decisions on past performance alone, personal connections or preferences, managers can be held to a higher, more effective standard.



By establishing appropriate requirements for the 6 leadership levels companies can greatly facilitate succession planning and leadership development and selection process in their organizations. Individual managers can clearly see the gap between their current performance and the desired performance. They can also see a gap in their training and experience and where they may have skipped a passage or parts of a passage and how that is hurting their performance.

So, leadership passages provide companies with a way to improve selection. Rather than basing their decision on the past performance alone personal connection are the preferences managers can be held to a higher and more effective standard. So always whenever we are talking about decision underpass performance are there then these preferences of the manager right that is very important.

So, if your preference is for the quality if your preference is for the high standard then definitely in that case your direction of the leadership will be towards that goal which will be organizing and creating a vision of the high quality or the high standard is there.

**(Refer Slide Time: 18:46)**

**Cont.**

4. A defined pipeline provides organizations with a diagnostic tool that helps them identify mismatches between individuals' capabilities and their leadership level. Therefore, remedying the situation or, if necessary, removing the mismatched person, which is more likely.
5. It helps organizations move people through leadership passages at the right speed. People who ticket-punch their way through jobs don't absorb the necessary work values and skills. The pipeline provides a system for identifying when someone is ready to move to the next leadership level.
6. It reduces the time needed to prepare an individual for the top leadership position in a large corporation. Because the pipeline clearly defines what is needed to move from one level to the next, there's little or no wasted time on jobs that merely duplicate skills.

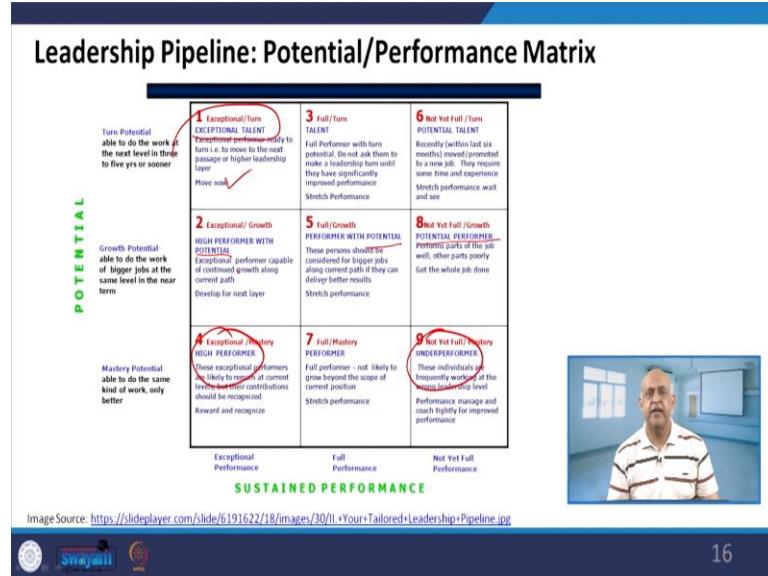


A defined pipeline provided the organization with a diagnostic and that helps them to identify mismatches between individual's capabilities and their leadership level is there. So, it is becoming very important that is whatever the individuals' capabilities are there then their leadership level that will decide about on this particular development of the pipeline. Therefore, remedying the situation or if necessary, removing the mismatched person which is more likely is there.

It helps organizations move people through leadership passages at the right speed. People who ticket punch their way through jobs do not absorb the necessary work values and skills. The pipeline provides a system for identifying when someone is ready to move to the next leadership level. It reduces the time needed to prepare an individual for the top leadership position in a large corporation.

And it is always important that is the leadership effectively and timely it is to be done. So therefore, the pipeline leadership development is there and especially in the large organization that has to be initiated at the right time. Because the pipeline clearly defines what is needed to move from one level to the next there is little or no wasted time on jobs that merely duplicate the skills.

**(Refer Slide Time: 20:17)**



16

So the whole focus is on developing this pipeline is that that is you are developing that pipeline on a leadership timely. So whenever what is the right time is when the person enters into the organization. As soon as the person enters into the organization there should be this pipeline of leadership development that should start. Now here we will see that is how this particular pipeline potential performance matrix it works.

Right from these from the first level to the ninth that is developing the full mastery. So sustain the performance and the x-axis and therefore exceptional performance full performance and not yet full performance. And when we are talking about the potential so therefore in that case that is the mastery potential then there will be the growth potential and there will be the turn potential will be there.

So, whenever we are talking about the exceptional performance and able to work at the next level in 3 or 5 years or sooner so that will be the exceptional turn will be there. So, there in that case is the move to the next passenger high leadership layer move now. So therefore, the decision will be the move now is there. So, and in the point number 9 when we are talking about not yet full performance is there right. And then mastery potential able to do the same kind of works only better so therefore in that case that will be the under performer.

So, we have to see that is the high performer underperformer the performer is this is a potential high performer with a potential and performance with the potential and then the not yet full

growth of potential performer performance parts of the job is there. So, therefore, a potential performer is there right and a potential talent not yet full talent is there the effort is there and the talent is there.

Now what is very important is that we have to develop that exceptional talent. And identifying the right person and developing that particular person with the next level you know and immediately you will move now for the next level. That is where the leaders have to keep their eye and they have to watch on it. However, this potential can be focused and this leadership will focus on these potential employees and to reach to the exceptional performer.

Ultimately what is the goal is to develop the exceptional performer. And whenever we are having the exceptional performer development so we have to identify the potential we have to develop the employees those who are talented and when we are mixing this talent and timely that you, please do not forget.

**(Refer Slide Time: 23:41)**

## Five Leadership Pipeline Mistake

### 1: Not Building From The Bottom Up

When we built our pipeline we had the spots labelled and though through but when we started filling out the pipeline we put people in place too fast. We knew we needed more leaders but we promoted people too fast.

### 2: Too Many Skills & Expectations

When we first started listing the different skills and expectations needed to be successful at each level we made the mistake of having too many, way too many!



17

So, where leadership fails to do this so not building from the bottom up so when we build, I pipeline we had this spots labeled and though but when we started filling out the pipeline we put people in place too fast. And we knew we needed more leaders but we promoted people too fast is there. So therefore, in that case even we know there is more needed but what we do we promote the people too fast and that type of a mistake is to be avoided.

So too many skills and expectations are there listing the different skills and expectations to be successful at each level we made the mistake of having too many ways were too many. So therefore, we require the knowledge of certain skills and therefore we also having certain expectations. But our expectations are beyond the limit right and we are expecting the skills which are not possible that much for getting the talent for our organization.

So therefore, we have to also understand our organization and the skills and the talent required. But if we are not able to identify the skills and talent that will be the mistake not resourcing the coaches enough.

**(Refer Slide Time: 24:46)**

### Five Leadership Pipeline Mistake (Cont.)

#### 3: Not Resourcing Coaches Enough

The 2nd leadership transition in the pipeline is the most difficult. In this transition a leader goes from leading others to leading leaders. There is a shift in values, from doing ministry to getting ministry done through others. The leader also has to shift where they see their greatest impact in the ministry. Before their impact was found in their individual task but now their greatest impact is found in the relationships of those they lead.

#### 4: Ignoring On-Going Training

We built the pipeline with an unintentional focus on training new leaders (On-Boarding) but we did almost no training once they were on the team (On-Going).



18

So, the second leadership transition in the pipeline is the most difficult in this transitional leader goes from leading others to leading leaders. And there is a shift in values from doing ministry to getting ministry done through the others is there. So, leaders also have to shift where they see their greatest impact on the ministry before the impact was found in their individual task but how when their greatest impact is found in the relationship of those they lead.

So therefore, it that case it is always between the task and relationship is important. So, whenever you are having the task and the relationship you have to develop a balance between that. Here those who are the onboard training new leaders but we did almost no training once they were on the team ongoing is there right. So in that case at the time of the on boarding we focus on their development of the leaders.

But when we are focused on that they were on the team how they are performing with the team members then we are not having any control over them and as a result even they are boarded means take off. So, they have taken off with the right speed but they are not able to reach to the high positions it is because of this particular mistake.

(Refer Slide Time: 26:16)

### Five Leadership Pipeline Mistake (Cont.)

#### 5: Not Building Future Development Into The Pipeline

At first we were focused on quality control, building in ways to ensure that each ministry would be run well in our absence. After a few years we had built a system that had a high bar of execution but we weren't reproducing leaders. We were doing things well but our leaders were burning out! So we had to tweak our pipeline.



Source: <https://www.ministrylibrary.com/5-leadership-pipeline-mistakes-hope-youre-not-making/>

19

So not building the future development into the pipeline at first, we were focused on quality control building invest to ensure that each ministry would be run well in our absence. So many instruments' staff and the people those who are working under their particular leader. After a few years we had built a system that had a high bar of execution but we were not reproducing the leaders. So therefore, bars have been raised the requirements have been raised but we are not able to produce.

We were doing things well but our leaders were burning out so we had to tweak our pipeline. And therefore, whatever leaders you were developing and that leaders were performing at the certain extent. But at the period of time changes the definitely the new scale new knowledge that has to be developed and there our leaders were burning out. If the leaders are burning out then definitely there will not be a succession planning there will be no successor.

There is no other person who can carry out this particular situation so we had to tweak our pipeline and on basis of this pipeline we will be able to develop.

(Refer Slide Time: 27:41)

## Rules for Developing Leadership Pipeline: HBR Study

Five rules for setting up a succession management system that will build a steady, reliable pipeline of leadership talent.

### Rule One: Focus on Development

The fundamental rule—the one on which the other four rest—is that succession management must be a flexible system oriented toward developmental activities, not a rigid list of high-potential employees and the slots they might fill. By marrying succession planning and leadership development, you get the best of both: attention to the skills required for senior management positions along with an educational system that can help managers develop those skills.



20

Rules for developing the leadership pipeline the HBR study the 5 rules for setting up a succession management system that will be a steady reliable pipeline of leadership talent. Rule 1 focuses on development the fundamental rule and the 1 on which the other 4 rest. Succession management must be a flexible system oriented toward the development activities. And not a rigid list of the high potential employees and the slots they might fill.

So, by meaning the succession planning and the leadership development this is very important. That is our objective is the leadership development that we have to carry the succession planning for this particular objective and you get the best of both. So, therefore as we are taking care of their organizational levels so we are getting the best of both attentions to the skills required for senior management position along with an educational system that can help managers develop these skills are there.

So here the managers are working since long they are system-oriented development activities. And when we are putting them into an educational system then definitely in that case manager with the education level, they will develop themselves. If the education system is for the leadership development or maybe the management courses or maybe the team building effectiveness then we will find that we are able to develop the leaders.

(Refer Slide Time: 29:04)

## Rules for Developing Leadership Pipeline (Cont.)

### Rule Two: Identify Linchpin Positions

Succession management systems should focus intensively on lynchpin positions—jobs that are essential to the long-term health of the organization. They're typically difficult to fill, they are rarely individual-contributor positions, and they usually reside in established areas of the business and those critical for the future.

### Rule Three: Make It Transparent

A transparent succession management system is not just about being honest. Employees are often the best source of information about themselves and their skills and experiences. And if they know what they need to do to reach a particular rung on the ladder, they can take steps to do just that.



Source: <https://hbr.org/2016/03/the-most-important-leadership-competencies-according-to-leaders-around-the-world>

21

Identify the Linchpin positions succession management means developing the leader's pipeline whatever we say the pipeline then that is about the developing the leaders. At the succession management should focus intensively on the lynchpin positions jobs that are essential to the long-term health of the organization. They are typically difficult to fill because in the organization they are working since long and they want to create that environment.

So, therefore, it is very important that there are organizations focusing on the long-term objectives of this type of leader. They are typically difficult to fill these positions are difficult to fill and rarely individual contributor positions are there. And they usually reside in establish the area of business those critical for the future. Rule 3 is making it transparent right from the beginning in the leadership we are talking about democracy we are talking about participation and we are talking about transparency.

So here also it is making the rule 3 a transparent succession management system is not just about being honest. Employees are often the best source of information about themselves so self-awareness and their skills and experiences. And if they know what they need to do to reach a particular rung on the ladder they can take steps to do just that so, therefore, they are well aware of their competency.

**(Refer Slide Time: 30:33)**

#### **Rule Four : Measure Progress Regularly**

When you meld leadership development and succession planning—and thus move away from the “replacement” mind-set of the past—measuring success becomes a long-term matter. No longer is it sufficient to know who could replace the CEO; instead, you must know whether the right people are moving at the right pace into the right jobs at the right time.

#### **Rule Five: Keep It Flexible**

Old-fashioned succession planning is fairly rigid—people don’t move on and off the list fluidly. By contrast, the best-practice organizations we studied follow the Japanese notion of kaizen, or continuous improvement in both processes and content. They refine and adjust their systems on the basis of feedback from line executives and participants, monitor developments in technology, and learn from other leading organizations.

Source: <https://hbr.org/2003/12/developing-your-leadership-pipeline>



22

Rule 4 is measure the progress regularly when you meld leadership development and leadership planning then thus move away from the replacement mindset of the past measuring success becomes a long-term matter. So, therefore, in that case once we are matching with this succession planning and that development leaders are there then our minds should be a little bit away. Because we have to just observe managing success becomes a long-term matter and no longer is it sufficient to know who could replace the CEO.

And instead, you must know whether the right people are moving at the right pace into the right jobs at the right time, and if it is then definitely, we will be more successful. Keep it flexible old fashion succession planning is fairly rigid people do not move on and off the list fluidly. So, therefore, if somebody in the production he will not go into the administration as such very easily.

By contrast the best organizations we studied to follow the Japanese notion of Kaizen or continuous improvement in both processes and content. They refine and adjust their systems on the basis of feedback from line executives and the participants monitor developments in technology. And learn from other leading organizations and this is the basically that is peer learning is very important and these line managers have to follow this particular aspect.

**(Refer Slide Time: 32:07)**

## RESEARCH PAPER



Journal of Management Development  
Vol. 30 No. 4, 2011  
pp. 366-380  
© Emerald Group Publishing Limited  
0826-1711  
DOI: 10.1108/0826171111126637

### Purpose

The leadership pipeline approach for leadership development will help organizations improve their succession systems. Leadership competencies have become widely used by organizations, and competency has become a common language when talking about leadership skills.

This paper aims to test the pipeline model of leadership development by investigating how the competency profile change across position levels.

Received 12 February 2010  
Revised 9 May 2010  
Accepted 28 July 2010



23

(Refer Slide Time: 32:14)

### Design/methodology/approach

The skill and importance ratings in leadership competencies were compared between four position levels. The data were from an archive 360 degree feedback ( $n=770$ ). Six SMEs were also employed to rate the importance of the competencies.

### Findings

The study found that the difference between two positions in terms of the relative importance of the competencies increases as the organizational hierarchical distance between the two positions increases. Comparing the skill ratings yielded similar results. Further, the correlation between the skill and importance ratings for the same position level was higher than correlations of the two types of ratings for different position levels.



24

So, this is the leadership competencies across organizational levels a test of the pipeline model this is a research paper which normally we talk you can refer to this particular paper. And the relative importance of competencies increases as the organizational hierarchy distances between the 2 positions increase is there.

(Refer Slide Time: 32:24)

### Practical implications

- One of the essential tasks in a succession system is to clearly define critical leadership skills at different levels of management. By defining the leadership pipeline, companies will be able to get their best people the right developmental experiences to help them transition from one position level to another.
- Knowing how people develop certainly will help organizations in designing their succession system and leadership development pipeline. By identifying the crucial leadership competencies for different position levels and matching these competencies with the right developmental experiences, organizations can reduce the time needed to prepare an individual for various management positions, because there is little or no wasted effort on jobs that merely duplicates skills.



So practical implications are succession system this is how they have made the use of this particular research and they will talk about the knowing how people develop certainly will help organizations in designing their succession system.

**(Refer Slide Time: 32:41)**

### Case Study: Indra Nooyi

- PepsiCo is commonly acknowledged as having one of the best leadership talent management systems in the world. Pepsi's talent management systems make extensive use of competency models, 360-degree feedback tools, personality and intelligence assessments, in-basket simulations, and unit performance indexes. One of the people who has benefited from this in-depth assessment and development is Indra Nooyi.
- Nooyi is currently the chief executive officer of PepsiCo and is ranked by Forbes as the twelfth most powerful woman in the world and the second most powerful businesswoman in the world.



Image Source: <http://www.beveragesdaily.com/article/2018/10/03/Indra-Nooyi-five-lessons-I've-learned-as-PepsiCo-CEO>

This is the case study about the Indra Nooyi that is the CEO of the Pepsi.

**(Refer Slide Time: 32:50)**

### **Case Study (Cont.)**

- Nooyi grew up in India and received an undergraduate degree from Madras Christian College and a postgraduate diploma in management from the Indian Institute in Management. She also has a degree from the Yale School of Management. While in college Nooyi fronted an all-female rock band, and she is refreshingly funny and candid when speaking in public.
- Before emigrating to the United States in 1978, Nooyi was a product manager for Johnson and Johnson and the textile firm Mettur Beardsell in India. Her first job after graduating from Yale was to work as a consultant with The Boston Consulting Group. She then took senior leadership positions at Motorola and Asea Brown Boveri before moving to PepsiCo in 1994. While at Pepsi Nooyi played a vital role in the spin-off of Tricon, which is now known as Yum! Brands Inc. (Taco Bell and Kentucky Fried Chicken are some of the franchises in Yum! Brands Inc.)



27

**(Refer Slide Time: 32:51)**

### **Case Study (Cont.)**

- Nooyi was promoted to chief financial officer in 2001 and to the CEO position in 2006. As the head of PepsiCo, Nooyi heads up a company of 300,000 employees that generate \$66 billion in annual revenues through the worldwide sales of products such as Pepsi, Mountain Dew, Tropicana, Gatorade, Aquafina, Dole, Lipton, Doritos, Ruffles, Lays, Quaker Oats, Life cereal, and Rice-A-Roni.
- Under Nooyi, Pepsi has developed new products and marketing programs through the liberal use of cross-cultural advisory teams and now manages 22 brands that each generate over \$1 billion in annual revenues.
- Given Pepsi's global reach and emphasis on brand management, Nooyi's background seems well-suited for a recent leadership challenge. In 2006 a group of individuals in India claimed that both Coke and Pepsi products were tainted with pesticides. Later investigations disproved these allegations.



28

Pepsi companies have become that leader on the leading organization under the dynamic leadership of Indra Nooyi.

**(Refer Slide Time: 32:57)**

## Case Study (Cont.)

- But the surrounding publicity damaged Pepsi's brand in a large, developing market. Nooyi worked hard to restore the Indian public's confidence in the safety of PepsiCo's products and has more recently spent time developing healthier beverages and snacks.

### Questions

1. How do you think Indra Nooyi's career matches up to the Leadership Pipeline?
2. What lessons do you think she learned as she travelled through the Leadership Pipeline that help her be a more effective CEO for PepsiCo?



[http://www.forbes.com/lists/2009/11/06/women\\_Indra-Nooyi](http://www.forbes.com/lists/2009/11/06/women_Indra-Nooyi) <http://www.Pepsico.com/PEP> <http://www.businessweek.com/investor/content/aug2006ip/20060814> <http://www.hoovers.com/pepsico>

29

So, this case study you can refer and you can find that how Indra Nooyi has developed and the organization is there and the leadership in the organization is there.

(Refer Slide Time: 33:06)

## BOOK RECOMMENDATION:

### The Leadership Pipeline: How to Build the Leadership Powered Company

- **Authors:** Ram Charan, Stephen Drotter, & James Noel
- **Publisher:** Jossey-Bass; 2nd edition (January 11, 2011)
- **Language:** English
- **Paperback:** 352 Pages
- **ISBN:** 0470894563

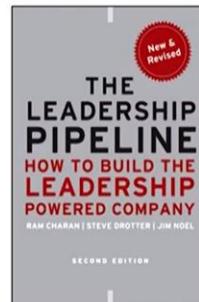


Image Source: [https://images-na.ssl-images-amazon.com/images/I/41jxs0APCDL.\\_SX339\\_BO1,204,203,200\\_.jpg](https://images-na.ssl-images-amazon.com/images/I/41jxs0APCDL._SX339_BO1,204,203,200_.jpg)

30

(Refer Slide Time: 33:15)

## References

- Charan, R., Drotter, S. J., & Noel, J. L. (2001). *The leadership pipeline: How to build the leadership-powered company*. San Francisco: Jossey-Bass.
- Dai, G., Yiu Tang, K. and De Meuse, K.P. (2011), "Leadership competencies across organizational levels: a test of the pipeline model", *Journal of Management Development*, Vol. 30 No. 4, pp. 366-380.  
<https://doi.org/10.1108/0262171111126837>
- Hughes, R. L., Ginnette, R. C., & Curphy, G. J. (2012). LEADERSHIP: enhancing the lessons of experience. In *LEADERSHIP: enhancing the lessons of experience*.
- Robbins, S. P., & Judge, T. (2007). *Organizational behavior*. Upper Saddle River, N.J: Pearson/Prentice Hall.
- <https://hbr.org/2003/12/developing-your-leadership-pipeline>
- [https://info.hoganassessments.com/hubfs/EL\\_Hogan\\_Comp\\_Model.pdf](https://info.hoganassessments.com/hubfs/EL_Hogan_Comp_Model.pdf)
- <https://www.ministrylibrary.com/5-leadership-pipeline-mistakes-hope-youre-not-making/>
- <https://iveybusinessjournal.com/publication/building-leaders-at-every-level-a-leadership-pipeline/>
- <https://www.igi-global.com/dictionary/leadership-pipeline/16737>



32

This is the book the leadership pipeline how to build the leadership powered company and this is the specific book which can be referred. These are the references and this is all about what is about the leadership pipeline is thank you.

**Leadership and Team Effectiveness**  
**Prof. Santosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology Roorkee**

**Module No # 5**  
**Lecture No # 25**

**Assessing Leadership Behaviours: Multi-rater Feedback Instruments**

In the leadership pipeline, we have discussed about it is the holidays are to be developed. And when we are talking about this leadership with the assessing the leadership behaviour you know. So multi-rater feedback Instruments are there where we can find out whether we are doing that leadership assessment or civil or not. How to evaluate the effectiveness are a needed leadership behaviour model, 360-degree feedback, 720-degree feedback, research paper, case studies, book recommendation, and references, as usual, is there.

**(Refer Slide Time: 00:55)**

**When you know yourself, it is beginning  
of all wisdom.**

-Aristotle

So, when you know yourself, it is the beginning of all wisdom. So, self-awareness and what is about self-awareness? The self-awareness is about your strengths, weaknesses, and opportunities, and then knows your personality. It is, what about the personality, then personality job if it is there, it is how you are matching with your personality, with the job is there. What types of orientation do you have?

Like you see that is we just we are talked in the previous session about; how this technical skill expertise, not necessarily will make you the leader. Because leader; is requiring all 4 skills interpersonal, intrapersonal, technical's and the leadership; skills. So, therefore in that

case, in all these 4 skills, interpersonal, intrapersonal, technical, and leadership skills it is we have to know our self, and where we are? And whenever we talk about where we are? Then definitely that assessment will help us to make the further step-oriented action-oriented employee.

**(Refer Slide Time: 02:11)**

## **What is Leadership Assessment?**

- Leadership Assessment is a process for identifying and describing an individual's unique characteristics as they pertain to leading, managing, and directing others and how such characteristics fit into a given position's requirements.
- The Leadership Assessment process describes a candidate's way of leading others with reference to a specific position, present or future.
- This information helps the employer in selection, placement, and development decisions.

So, leadership assessment is a process for identifying and describing an individual's unique characteristics. So, everybody is having particular unique characteristics is there. As they pertain to leading, managing, and directing others and how do such characteristics fit into a given position's requirement? So that personality traits in a given position, how it is matching? The leadership assessment process describes a candidate's way of leading others with reference to a specific position and the present or the future is there.

So, this leadership assessment process, which is having these leading with reference to a specific position, present or the future is there. And this information helps the employer in selection, placement, and development decisions are there. And therefore, in that case of this information, always helping the employer so what type of this selection is to made? So, selection of the leader that is also becoming; very important for a specific position who is the person who is most suitable?

And then only not only the identifying the person a selection there is a how you are putting that person in a particular job. And then the period of time, the development of that person is also equally important.

**(Refer Slide Time: 03:35)**

## Uses of Leadership Assessments

- Leadership Assessments can be useful for a number of applications:
- **Selection, Placement, and Promotion Decisions** – Objectively assess the candidate's leadership capabilities compared to the position's requirements.
- **Development** – Enhance development by increasing ability to fully utilize employee capacities.
- **Succession Planning** – Identify leaders early and create a continuous flow of effective leaders within the organization.
- **Organization Effectiveness** – Assessment provides an objective means of researching and identifying the precise capabilities that drive organizational success.



So, whenever he having the uses of the leadership assessment can be useful for a number of applications. Selection, placement, and promotion decisions are there. So objectively assess the candidate's leadership capabilities compared to the position's requirements. Development is there Enhance development by increasing the ability to fully utilize the employee capacities. So that particular whatever the observations we are having in this selection, placement and promotion.

And then, in that case we should also know that is after identifying this person, how we can develop is ability so that we can make in him use to the organization. Then the succession planning this identify leaders they will be within the organization and then they replaced at the new position. Organizational effectiveness assessment provides now the objective means of researching and identifying the precise capabilities that drive organizational success is there.

So, therefore, for the organizational success, this becomes very important for the OE, that is whoever the leaders are there and when you are objectively, assessing them. So that will be helping the drive the organizational success will be there. And this way we will be getting this the organizational effectiveness is there.

**(Refer Slide Time: 04:59)**

## How to Evaluate Your Effectiveness as a Leader

- Assessing your leadership skills is about understanding your strengths and weaknesses.
- Below are some tips, methods, and strategies to incorporate when evaluating your strengths and weaknesses.

### Identifying Your Strengths

- Identifying your strengths will be a crucial part of your evaluation, as it will allow you to understand where you truly excel and how you can best put those strengths to use.
- For those who find self-reflection difficult, another way to evaluate your strengths is to gather input from other coworkers, higher management, and customers through surveys or face-to-face meetings.



Now when how to evaluate your effectiveness as a leader, a relative scheme is about understanding your strengths and weaknesses. As I was mentioning that is knowing; your strengths and knowing your weaknesses. And the below are some cases here we are time identifying it is how to identify and is a strength of our strengths, right? Because it has to be incorporated when evaluating and strengthened when Witnesses are concerned.

So first step is how to Identify your strengths will be a crucial part of your evaluation is it will allow you to understand where you truly excel. And we know what job we can do and what job we do not like, or we are not capable of. And how you can best put those strengths to use, and then if this is a strength, I can make it to the best use. For those who find self-reflection difficulties, another way to evaluate your strength, is to gather input from your other co-workers, right?

And therefore, in that case, always this will be better that is whether you are getting that particular strain to get the input from the other co-workers or not. And yes, we can get the input from the co-workers, higher management, and the customers through surveys or face-to-face meetings are there. And so, they that is also about the ability strength are there. So naturally the either you are our co-worker colleagues will keep on talking about our strengths.

Are the hire management will appreciate us on certain points and those points will be about our strengths is there? So, once you are identifying your strengths, so you are aware. So self-awareness is very important by you to identify strengths.

**(Refer Slide Time: 06:41)**

## Cont.

### Identifying Your Weaknesses

To become a more effective leader, you also need to acknowledge where your current leadership skills might fall short.

Some common weaknesses for aspiring leaders may include:

- **Communication**

Are you properly defining your goals? Furthermore, are you effectively communicating those goals to your coworkers, management, and clients?

- **Empathy**

Can you understand the problems or challenges clients, or customers may have?

- **Adaptability**

Are you adapting your skills to match the demands of the modern business world?



Identifying your weaknesses, to become a more effective leader, you should also need to acknowledge where you are current leadership skills might fall short right? And therefore, in that case, maybe for a particular job we may not have that particular skill then definitely what is the required development program is required. Some common weaknesses for aspiring leaders may include communication.

Now many people, they feel that they are having the best communication, but the best communication does not mean that is you talk too much, right? Rather than you, communication is to be linked with the empathetic concern for others. That is, whether you are concerned with the problems such as challenges clients or customers may have. So those that sensitivity is there, to understand this empathy will be there.

Adaptability, are you adapting your skills to match the demands of the modern business world? And therefore, when we are talking about artificial intelligence is there, use of technology is there, techno managers are to be developed? And then are we having that capability to develop ourselves as techno managers. If you are, the techno managers only in that case, we will be able to lead.

So, therefore, the adaptability to the change in the technology because the technology; is frequently changing. So, if we are having those abilities, then definitely, in that case, you can develop those are the witnesses are there. We can develop those who converts those, weaknesses into the strengths.

**(Refer Slide Time: 08:14)**

**Cont.**

### **Developing Your Leadership Skills**

- Once you have identified your strengths and weaknesses, you can feel confident in creating a [leadership development plan](#) for yourself.
- Some potential solutions available to help you start building and exercising these skills include
- **Utilizing free resources** like books, podcasts, and events geared toward aspiring leaders.
- **Networking** with others who share your aspirations and [building relationships](#) that could help you down the line.
- **Attend a workshop or seminar**
- **Ask for additional responsibilities at work**



Next is a developing your leadership skills. Once you have identified your strengths and weaknesses, you can feel confident in creating a leadership development plan for yourself. A very important step, that is events we are doing our strengths and weaknesses and then we have to plan for our leadership development for our self. Some potential solutions available to; help you start building in exercising these skills.

So therefore, always there are certain help is available, utilizing the free resources like books, podcasts, and events geared towards aspiring leaders are there, so that will be the social resources. Networking with others who share your aspirations and building the relationships that could help you down the line. So therefore, that is in networking will be there. And you are able to develop that relationship with them attends a workshop or seminar.

And by that way, we are learning to develop our skills. And ask for the addition responsibilities to work. And therefore, you can prove when we are asking for the additional responsibilities at work, it shows that is we are ready to go for the next level. And once we have, we will prove ourself that we are confident enough to go for the next level because we are talked about our strengths and identified on those strengths involved on those strengths.

**(Refer Slide Time: 09:36)**

## The Leadership Behaviours Model

- The Leadership Behaviors Model symbolizes a leader with people responsibility, competence and integrity who provides direction and guidance in an emotionally intelligent way.
- It groups these various aspects of leadership into eight core factors which can be used as a framework to review an individual's leadership performance.



The leadership behaviour model symbolizes a leader with people responsibility, competence and integrity who; provides direction and guidance in an emotional intelligent way is there? And it groups these various aspects of leadership into the eight core factors which can be used as a framework to review an individual's leadership performance.

Now here leadership is having different dimensions and all these dimensions, where the competent performer, situational decision-maker, values champion, team linkers strategic thinker, change facilitator, people motivated, and responsibility giver is there. So, all these are 8 aspects that we are working on, can be used to the framework. And then that leadership performance will be done on the basis of all of handling these all these potentials.

The potential capabilities of this particular leadership are there. And then, if we are able to make this leadership, effectively, then definitely in that case, we will say that we are living in the leadership behaviour model is there.

**(Refer Slide Time: 10:43)**

## Factors of Leadership Behaviours Model

- **Values Champion** – lives and promotes the values
- **Team Linker** – links work, people and processes
- **People Motivator** – gives positive encouragement of team and individual performance.
- **Situational Decision-Maker** – makes effective decisions contingent on the situation and the people.



So, value champions are there is a lives and promotes the values. Team linker is there links work, people and processes. People motivated are there gives the positive encouragement of the team and individual performance and situational leader maker are there makes effective decisions contingent on the situation and the people. So therefore, when we are talking about the first is the value champions so lives and promote the values that they are.

And then if you are, so what are the values? Simple values are honesty, integrity, hard-working, goal-oriented of persuasion, performance, persistence. So therefore, if these values are there, then definitely we can link to the team and this team is working with the work people and processes surrounding to a person. Then people motivated will be having the positive encouragement of team and individual performance.

And therefore, in that case, always there will be some people those who will keep on motivating you in the organization also. In addition to you about place that you can be motivated, you can be developed as a leader is there. And on the basis of the situations what distance your taken, so makes the effectiveness in contingent on the situation and the people. So therefore, in that case, all these 4 parameters are, you can say these 4 pillars of the behaviour model that has been developed on by the practice at the workplace.

**(Refer Slide Time: 12:13)**

## Factors of Leadership Behaviours Model

- **Strategic Thinker** – develops and progresses a future vision
- **Change Facilitator** – paces self and team through change
- **Responsibility Giver** – empowers within clear roles
- **Competent Performer** – matches personal strengths and effort with what needs doing



Now, the factors of the leadership behaviour model are that is about the strategic thinker is there, then the change facilitator, responsibility giver and the competent performances are there. So, these strategic thinkers that they develop and progress a future vision. And therefore, in that case we will be having these thought process right which will be deciding about the strategies.

The change facilitators, are paces self and team through changes is there so therefore, we make the proper changes are there. And responsibility giver is there that is empowers within the clear roles and therefore, in that case we are having the responsibility giver. And the competent performer matches personal strengths and effort with what needs doing. And therefore, in that case, it becomes very important it is the how much competent performer are we.

So therefore, in that case, that in the behavioural model, this becomes very important the factors, whether the leader is the strategic thinker, he is a change facilitator, he is the responsibility given, and he is the competent performer is there. So naturally if these; qualities are there and when I have talked about self evaluation. On the self-evaluation also we can find out that is the how person he can decide about it is the how he can go for this type of the responsibilities.

**(Refer Slide Time: 13:12)**

## Assessing Leadership Behaviors: (360-Degree Feedback)

- 360 degree feedback is a tool that provides staff with assessments of their work-based behaviours coming from the perspectives of people who work with them. It is named 360 degree because the responses are collected from people all-around the employees- their supervisors, their colleagues or their clients. All of them can play an integral part in providing the leaders and employees with more insights of how they are perceived and how they can improve their performance.
- 360-degree feedback is a well-known concept and a powerful model for leaders' assessment and performance improvement. It differs from performance appraisal which solely comes from the views of their supervisors/managers. It answers the question "how you do things" instead of "what you do". Such feedback results in a better-informed discussion.



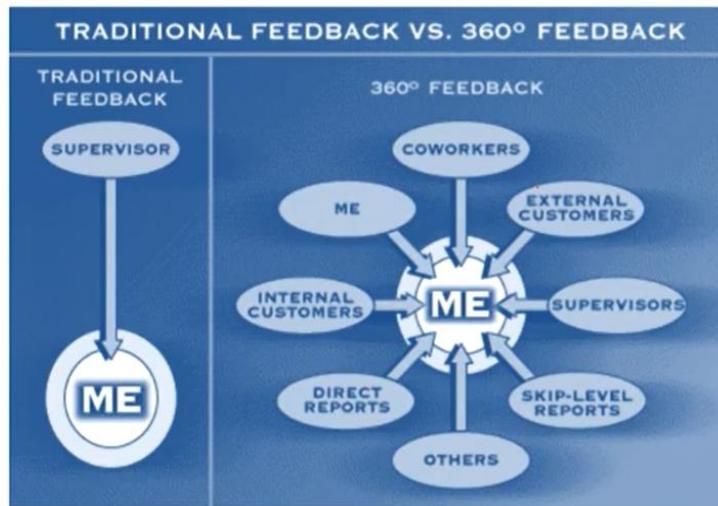
And, assessing the leadership behaviour: 360-degree feedback. They provide the stuff with assessment of their work-based behaviours coming from the perspectives of the people who work with them. Now earlier there were, this leadership behaviour feedback was done only on the basis of that is a superior subordinate. So superior was ability in saying, whether the subordinate is having that leadership qualities are not.

And that is a person is having that leadership behaviour or not. But now, when we talk about the 360 degrees, all people, so they are the all these all this job who are people who work with them. So, feedback will be taken from the all the people those who have working with them. And that is why it is named 360 degrees because the responses are collected from people all-around the employees-their supervisors, their colleagues, their clients.

And is a well-known concept and a powerful model for leaders' assessment and the performance improvement is there. So, performance appraisal which is solely comes from the views of their supervisors and managers are I am mentioning there is only the supervisor is debilitating. And here it is about, that is a it is the information, which you are collecting about a particular person. Whether he is having that potential to be a leader or not or what is leadership behaviour. So, you are considering the all the people those who are working with you.

**(Refer Slide Time: 15:17)**

## Sources for 360-Degree Feedback



So traditional ways that is supervisor to ME. And then when we are talking about the 360 degrees, it is the ME over self also ME means self also. So, it is not only that he is, the supervisor is even letting myself. I am also giving my evolution of my own evaluation co-workers, external customer, all stakeholders you will find that is the internal customers also and external customers also.

And what the external customers suppliers and vendors naturally immediate supervisors, skip-level the reports and direct reports are there. That is the in those who are directly reporting to the particular person and any other person, those who are coming into the content with a particular employee, then definitely, he will give the feedback. And feedbacks have taken it very seriously.

And when we talk about this traditional feedback versus a 360-degree feedback and here the opinion of all the stakeholders surrounding to their particular person by; all these 8 parameters. Then definitely, in that case it will be done on the individual basis experience. So there will be, there cannot be the biasness. So, when you will analyse the responses of all these stakeholders, then you will find it.

Yes, you are having the very important points, which are common so whether the person is having that leadership capability or not. So out of these eight people they will say yes, this is having that communication. So, the parameters in dimensions will be given for the evaluation to these stakeholders and the stakeholders on the basis of those parameters and dimensions which are provided, they will evaluate the person.

And whenever there will be this type of the evaluation will be there. So that error perception of the perceiving the target and that will be no, error will be there and there will be no shortcuts in judging that particular person because you are considering the all the persons.

**(Refer Slide Time: 17:26)**

### **Assessing Leadership Behaviors: Multirater Feedback Instruments (360-Degree Feedback)**

- 360-Degree, or Multirater feedback tools allow managers to gather accurate information from peers and direct reports about their on-the-job behaviors and leadership effectiveness.
- Questionnaire construction is very important.
- Leaders who received 360-degree feedback had higher performing work units.
- 360-degree systems should tell leaders about their strengths and development needs rather than make comparisons between people.
- 360-degree feedback provides insights into self-perceptions and others' perceptions of leadership skills.



These multi-rater feedback instrument 360-degree feedback is there, allow managers to gather accurate information from their peers and direct reports about their on-the-job behaviours and the leadership effectiveness is there. The questionnaire construction is very important because you are collecting the information. So, therefore, the designing of that particular questionnaire, on which is this stake holders will be responding and it has become very crucial.

Leaders who received 360-degree feedback had higher-performing work units there. So naturally that, those who will be having these types of this performing work units they will be at the higher positions 360-degree system should tell leaders about their strengths and development needs. Rather than the making, the comparisons between the people is there. And therefore, in that case, the focus is not there is another method and it is called the pair comparison method.

So that there is a pair comparison method is not there, they are 2 subordinates. So who is doing better? It is not like this rather than for that particular individual, how he is doing, but mainly stakeholders. So therefore, in that case, leader that they are going for development needs rather than making the comparisons is there. So, there will be no comparison and dead shortcut will be avoided.

**(Refer Slide Time: 18:49)**

## **Assessing Leadership Behaviors: Multirater Feedback Instruments (360-Degree Feedback)**

- The key to high observer ratings is to develop a broad set of leadership skills that help groups accomplish goals.
- Research shows that it is possible to change others' perceptions of a leaders' skills over time.
- Leaders must set development goals and commit to a development plan to improve skills.
- Societal or organizational culture, race, and gender play key roles in the accuracy and utility of the 360-Degree feedback process.
- 360-degree feedback should be built around a competency model.



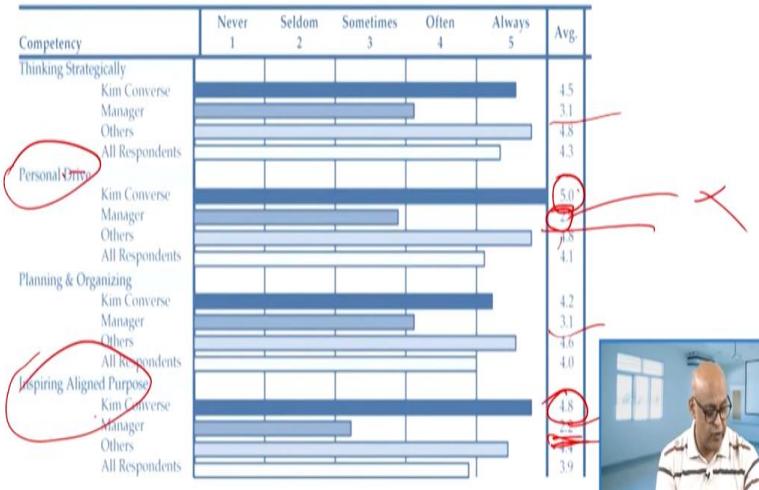
The key to have observer rating is to develop a broad set of leadership skills and that helps group accomplish goals is there. And therefore, in that case of always those leadership skills, with have the broad set of dimensions on basis of, which you are taking the responses. And therefore, you will have a clear-cut overall scenario about a particular personality within he is having the behaviour skills are not.

Research shows that it is possible to change others' perceptions of a leader skill over time. This is a very important statement and very useful that is with the period of time somebody is have not been found, a good performer earlier. But after some other time, he might be a good performer. So, leaders must set development goals and commit towards a development plan, to improve their skills are there.

Societal or organizational culture, race, and gender play key roles in the accuracy and utility of the 360-degree feedback process is there. And therefore, in the case of what type of this societal structure is there now, what is the culture, society culture is there? So especially; this societal culture will be affecting on the genders one. So, if the organization and the society culture are supporting all the employees whether it is irrespective of the gender, then definitely they will be becoming more successful.

**(Refer Slide Time: 20:18)**

## Example of 360-Degree Feedback



So here, the examples of the 360-degree feedback are here. That these dimensions, which will be you can also note and can apply in your organization. That is, the thinking strategically, personal drive, planning and organizations, and inspiring aligned purposes are there. So, therefore, in that case, these are the dimensions and the statistical thinking how the person is having, the personal drive, planning and organizing and, and inspiring the aligned purposes are there.

Here, this feedback is taken from Kim Converse, the manager, others, and all respondents. And therefore, in that case, we can take the average of this like for example, thinking strategically it is coming 4.5, 3.1, 4.8, 4.3 is there. And when we are talking about the personal drive, it is 5.0, 2.9, 4.8, and 4.1 is there. So, therefore, in the case of the personal drive is concerned. So here it is the 2.9 that has been given by this particular manager.

So therefore, it becomes very important, that is here also we can focus? And the self has been given it is a 50 right. So as far as the Kim is concerned that is you will find that is a 5. Similarly, here the Inspiring aligned purpose is a 4.8 and the manager is given 2.2. So, therefore, a lot of differences is they have been the perception of the manager and others. But what we can gain from here is the others, the others, and all respondents.

And when we are talking about the other and all respondents, then get close to the Kim, whatever the Kim is having about this self and these the others and the all respondents they are having the same. Only the manager is not happy with his with this personal drive and the manager is not happy with the inspiring aligned purposes are there. Now as far as the

planning and organizing is concerned. Yes, here also low and the thinking strategically here also.

So, if you ask me on the basis of this analysis, I can say his manager is not happy with Kim. Somewhere he is having the very bad information, while especially in the case of the personal drive is concerned and whether is a. because you see that the is this personal drive and inspiring aligned purpose. If you ask me for the leadership weightage these are very very important points and in these 2 important points, the manager is saying no.

So, what will you do? Whether you will promote to a leadership position and to Kim or you will not prompt promote the Kim for this particular leadership position? But one thing that you will appreciate here that is the; others in all respondents. In all the four dimensions they have helped to Kim that is the perception is same. So according to me here the manager is not that much supportive however, Kim is doing good and he should be promoted and in the high-level positions is there.

**(Refer Slide Time: 24:14)**

### Example of 360-Degree Feedback (Cont.)

Items	Average Ratings for Each Item and Respondent Type			
	Self	Manager	Others	All Respondents
1. Communicates a compelling vision of the future.	5.0	1.0	4.5	3.8
2. Provides a clear sense of purpose and direction for the team.	5.0	3.0	4.3	4.0
3. Sets challenging goals and expectations.	5.0	4.0	4.5	4.4
4. Fosters enthusiasm and buy-in for the direction of the team/organization.	5.0	1.0	4.8	4.3
5. Supports initiatives of upper management through words and actions	4.0	2.0	4.0	3.2

**Inspiring Aligned Purpose**  
Successfully engages people in the mission, vision, values, and direction of the organization; fosters a high level of motivation.



So here in the all respondents, in the case of the other communication, a compelling vision of the future? Now, as I mentioned it is this manager, he is not happy with Kim. So it is here you however this is 5, 4 – 4, 3.5, 5, 4.3, 4 here you will find it is these many engages people in the mission, vision values, and direction of this organization; fosters a high level of motivation. And therefore, I suggest that is the Kim should I have improved the communication basically.

And the communication enthusiasm, to be built by him in the team or organization when you will be able to build this communication and the team functioning?

(Refer Slide Time: 25:41)

### Getting 360 Degree Reviews Right: HBR Study

How do top organization implement 360 Degree feedback that makes the difference?

- They begin by measuring the right skills, relying on empirical research to determine which leadership competencies really make a difference to the performance of their firm, rather than on some senior executive's beliefs about what makes a good manager.
- They take the time to properly explain, both to participants and to the people giving feedback about those participants, why they're going through the exercise and how the data will be used for the participant's development.
- They take the time to properly explain, both to participants and to the people giving feedback about those participants, why they're going through the exercise and how the data will be used for the participant's development.



Because the but again I will say this is a very good example where the bosses are biased, right? And therefore, in that case of the otherwise this 360-degree feedback is studying and that has been very much useful, is there, you can see the importance of this 360-degree the concept right. So here whenever we are talking about this type of analysis so this is to be adopted and to be understood, dear friends.

There is a sometimes bosses are not happy, but rest all the world is happy, how this is possible it means that is the boss is having some problem. So, how do the organization's 360-degree feedback makes the difference? By measuring the right skills, relying on empirical research to determine which leadership competence really makes a difference to the performance of their firm, rather than on some senior executives' belief about what makes a good manager.

So, therefore, in that case, this is the important thing that is the aligning these inspiring in aligning others. So, that is becoming the team is scoring well, they take the time to properly explain both the participants into the people giving feedback about those participants. Why they are going through the exercise and how the data will be used for the participant's development will be there.

So therefore, that will be the use and development of this particular that survive right, so measuring skills. They take the time to properly, explain both to participants and to the

people giving feedback about those participants, why they have going through the exercise and how the data will be used for the participants development. So, therefore about this particular aspect right there that we have to see.

(Refer Slide Time: 27:35)

## Getting 360 Degree Reviews Right: HBR Study

How do top organization implement 360 Degree feedback that makes the difference?

- They tailor the results to each individual and to his or her position. Everyone doesn't need to be good at the same things.
- They present each person's results in a way that enables them to digest them constructively and use the data to create a personal plan of development. They make the feedback report itself simple to read, presenting data in a graphical format that is easy to absorb.

Now the top organization implements 360-degree feedback that makes the difference. They tailor the results to each individual and to his or her position. So, therefore, it is a tailor-made program and, in that case, you will find that everyone does not need to be good at the same things. And they present each person's results in a way that enables them to digest them constructively and use the data to create a personal plan of development.

They make the feedback report itself, simple to read presenting data in a graphical format that is easy to absorb his there. So naturally, that is a statistical analysis, basically? So, whenever you are making the analysis, you are making the tabular form. You are very clear will be like we have singing these particular employees' case. So, we were very clear about what is going on?

So, they include a mini employee survey that shows managers the impact of their behaviour on their subordinates. And that in that case, this data you can also use for the development of this manager who is supposed to develop the leadership skills for the team, because he is not able to get work done. So, the impact of their behaviour on their subordinate so what will be the impact on will Kim?

When the manager is like this, the Kim has to be a demotivated he will not perform because there is no appreciation, there is no communication, there is no inspiring. So therefore, in that

case these 360 degrees, which is giving us the message that is it has to be implemented but further research was done.

**(Refer Slide Time: 29:12)**

## 720 Degree Feedback

- Considered an “all-round” appraisal, the 720 degree performance appraisal gives an employee more than feedback from one person.
- This appraisal gives the employee a lot of feedback generally from anywhere from 5 to 8 people, to provide the employee with an all round assessment of his or her on the job performance.
- 720 Degree Performance Appraisal 720 degree as the name suggests is 360 degree twice It provide for two round of feedback (a pre and post ) or a feedback approach which is done again after nine to twelve months.



And considered an all-round appraisal 720-degree performance appraisal gives an employee more than feedback from one person. And this appraisal gives the employee a lot of feedback generally from five to eight people to provide the employee with all round assessment of his or her on the job performance is there so, in 360-degree, what was that? That is a superior right he was giving, and the subordinate they were giving, and colleague, co-workers they were giving this particular input.

But whenever we are talking about these 720 degrees so, 720-degree performance appraisal right, so as the name suggests is twice it provides for 2 rounds of feedback. So, in 360-degree only we had, now you see that is we are seeing the limitation with 360 degree, which is, I have talked in the previous slide, and that is about that is the people may be biased? But, when you are taking the twice with a period of interval, which is done again after 9 to 12 months.

So, with the time by giving certain time period interval and it is about 9 to 12 months are given and then again, the feedback has been taken. And then again, we find that is, it is showing the same then definitely in that case that will be the part of that is the perfection that is the, yes. These are the finding and we can take the decision on the basis of these findings.

**(Refer Slide Time: 30:43)**

## 720 Degree Feedback (Cont.)

Seven stages make up the 720-degree performance appraisal process.

**1. Pre appraisal feedback:** Before a manager or supervisor sits down with their employee, feedback is collected from all the notable and worthy touchpoints. Managers and HR work to define who these valuable points of feedback are and also work to set targets and goals to go over in the official appraisal.

**2. Self-appraisal:** How an employee sees themselves matters. Using a self-report questionnaire, employees fill out a performance review on themselves, ranking and rating their strengths, weaknesses, performance, and more.

**3. Co-worker/colleague appraisal:** Feedback from peers can be very useful in helping employees understand their team impact and contribution to the team dynamic.



Pre appraisal feedback is there; supervisor sits down with their employee feedback is collected from all the notable and worthy touch points. Managers and HR work to define who these valuable points of feedback are and also work to set targets and goals to go over in the official appraisal is there. So therefore, before we going for this evaluation that therefore the pre appraisal feedback is there and what should be the target to achieve?

So later on, one should not say that is target was too much so mutually, discussed and decided. Self-appraisal, an employee sees themselves matters. Using a self-report questionnaire, employees fill out a performance review on themselves, ranking and rating their strengths, weaknesses, performance and more is there. The co-workers and colleague appraisal is there, feedback from the peers can be very useful in helping employees understand their team impact contribution in the team to the team dynamic is there.

And therefore, it becomes very important that is the pre appraisal then self-appraisal is also done by the employee himself. So, because as we have seen in the 360 degree because the 720 is what repetition of the 360 degree. So, the employer should all those parameters, which are the pre decided judge points with the supervisor. So all this judge point will be discussed with the supervisor and then, it will be analysed by the self-evaluation and are preserved by the co-workers are there.

**(Refer Slide Time: 32:11)**

## 720 Degree Feedback (Cont.)

**4. Customer appraisal:** What do customers think of your employee? Customer satisfaction is key to the success of any organization, and having an understanding of your employee's ability to relate well with and serve their customer base is indicative of their overall success in meeting your company goals.

**5. Direct report and subordinate appraisal:** Getting feedback from the people that your employee manages or oversees is useful in analysing the organizational, communication, motivational, leadership, and delegation skills.

**6. Manager or supervisor appraisal:** This is one of the most common parts of any performance appraisal system – the performance, responsibilities, and attitude of an employee being assessed by those who oversee their projects and ultimately their job success.



After the co-workers these then next suggested is that is about the customer appraisal. So, what do customer thinks of your employee? Customer satisfaction is keys to the success of any organization, and having an understanding of your employee's ability to relate well with and serve their customer base is indicative of their overall success in meeting your company goals.

Now here, I would also like to add one point, that is even we are not the customer, who is the customer. Customer is not always outsider; the customer is within the organization, also. So from one department information is going to another department. So, the receiver of that particular information is a customer. So, you can even do it, that is whether he is interacting with the other departments in the section. How are the responses?

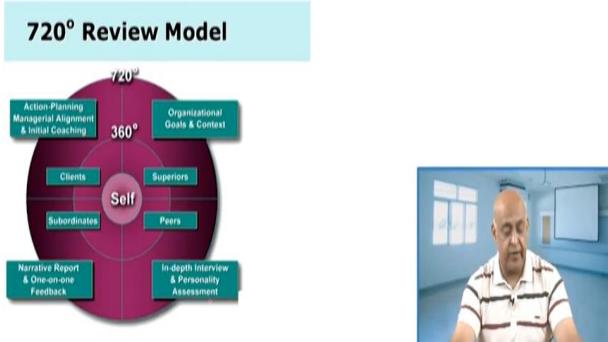
Direct report and subordinate appraisal, getting feedback from the people that your employee manages or oversees in useful in analyzing the organizational, communication, motivational, leadership, and dedication skills are there. So, therefore, in that case, the subordinates, they can talk about whether the communication is proper or not, and whether the motivation is inspirational or not. He is having does the and he delegates to be subordinates are not as there.

And even naturally whenever we are talking about the managers so the manager is whether he is satisfied with his, the performance, or they will delivery is taking with the communication also interaction with the supervisor and achieving the targets, so that is can be also appraised.

**(Refer Slide Time: 33:44)**

## 720 Degree Feedback (Cont.)

**7. Post appraisal feedback:** Researchers of the 720-degree appraisal method note that this is its key differentiator between this method and others. This step includes additional guidance to help employees meet their goals and stay in regular communication with their managers.



The Post appraisal feedback is which we had in the pre appraisal feedback. Now we are talking about the post appraisal feedback in the seventh step in the first step. Now, whatever has been decided that was decided mutually. So, researchers of the 720-degree appraisal methods note that this is its key differentiator between these methods and others. This step includes additional guidance to help employees meet their goals and stay in regular communication.

And then debt their managers are there. And in that case, if we are going for this type of the regular communication with their managers then definitely in that case, they will become more and more successful is there. So, when this 720 review method is there, organizational goal then the clients, subordinates, supporters, peers are there. Then we are having about this in-depth interview and personality assessment the clients and the superior and subordinate so all will be uprising this.

**(Refer Slide Time: 34:47)**

## Research Paper



Journal of Management Development  
Vol. 28 No. 7, 2009  
pp. 581-592  
© Emerald Group Publishing Limited  
08261711  
DOI 10.1108/08261710910972688

# A “360” degree view for individual leadership development

Received 17 December 2007  
Revised 7 December 2008  
Accepted 10 March 2009

Glenny Drew

Human Resources Department, Queensland University of Technology,  
Brisbane, Australia

### Purpose

The intention of the study was to investigate how 360-degree feedback might best play a role in leadership preparation and practice improvement. Specifically, the goal was to discover more about how leaders respond to 360-degree feedback exercises and how, from the insights of the sample group, 360-degree processes might be strengthened for maximum impact.



As usual these are some research papers and the book which has been recommended for the further studies and reading at 360-degree view for individual leadership development is there.

### (Refer Slide Time: 35:00)

#### Design/methodology/approach

The paper includes a sample of eight new and emergent leaders at one university in Australia who complete a 360-degree feedback survey. Through semi-structured interviews, they are asked to report on their learning as a result of undertaking the 360-degree exercise. A constant comparison method of data analysis is used to analyse the participants' responses.

#### Findings

The findings support an incremental theory approach in that participants see the feedback exercise as an opportunity to improve their capabilities and pursue learning goals over time by acting on development items suggested by the feedback. It is posited that support received by participants in undertaking the feedback activity as part of a program of development contributes to the positive response.



### (Refer Slide Time: 35:03)

## Practical implications

An implication from the findings is that senior staff as participants enter into a feedback process more willingly if they know that the process "counts" (is valued by) the organisation. The study suggests that, whether the feedback largely affirms current practice for the ratee, or identifies areas for improvement, it is most important that the ratee feels comfortable to gain the feedback and to act upon it.

Findings implies a duty of care for organisations using a multi-source feedback tool to ensure the instrument's relevance, contextual clarity, strategic positioning for the process, and a quality of facilitation capable of fostering self-efficacy and growth in participants.

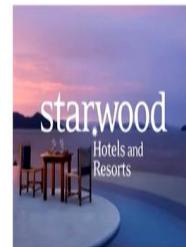


And these, this is the methodology and findings of these then these are the Practical implications.

**(Refer Slide Time: 35:06)**

### Case Study: Starwood Hotels

Starwood Hotels & Resorts Worldwide, Inc. owns, manages and franchises some of the most well-known brands in the hotel industry. With over 1,000 properties and approximately 145,000 employees, Starwood is one of the world's largest hotel companies and one of the well-respected in the industry. Starwood wanted to provide a valuable developmental offering for all leaders across the global organization. The first step in the 360 feedback implementation process was to make sure the 360 survey items not only included core leadership skills but also those constructs such as critical thinking, emotional intelligence and global perspective.



And this is the case study of the Starwood Hotels, which I will be helping you to understand.

**(Refer Slide Time: 35:15)**

## Case Study:

Questions:

Q1) How the 360 degree evaluation have helped Starwood hotels? Discuss

Q2) If the company want know to move forward with 720 degree evaluation for leadership development. How would you suggest the company to do so?

This type of evaluation have helped Starwood Hotels. And if the company wants to know move forward with 720-degree evaluation for the leadership development, how would you suggest a company to do so?

**(Refer Slide Time: 35:26)**

### BOOK RECOMMENDATION

#### The Power of 360 Degree Feedback

**Authors:** T V RAO, RAJU RAO

**Publisher:** SAGE Publications IndiaPvt Ltd

**Language:** English

**Paperback:** 292 Pages

**ISBN:** 9788132119692



And this is about the book, The Power of 360-degree feedback by TV RAO, RAJU RAO, which you can refer.

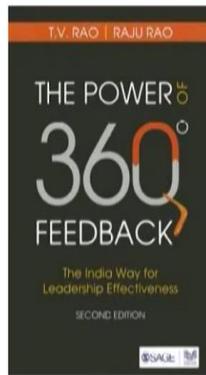
**(Refer Slide Time: 35:34)**

## BOOK RECOMMENDATION

360 Degree Feedback, or multi-rater feedback, is an established HR methodology used in organizations across the world. This book presents in-depth details about the process of developing managers into leaders and outlines methodologies for designing and using a 360 Degree Programme for managers at all levels.

This second edition draws extensively from the authors' own experiences in the last decade since the first edition was published. The book also includes research done using over 8,000 top-level managers whose leadership roles and qualities were profiled using the authors' Roles, Styles, Delegation and Qualities (RSDQ) model.

Lessons from their stories and practices of some of the HR award-winning organizations are presented in this edition. The book also presents a section on the various tools of 360 Degree Feedback for a variety of groups. It is hoped that this edition will give an update of the 360 Degree Feedback the Indian way.



And, these are lessons from their stories and practices some of the HR award-winning organizations are presented in this Edition. So, this book is very much useful.

(Refer Slide Time: 35:44)

## References

- Drew, G. (2009), "A "360" degree view for individual leadership development", *Journal of Management Development*, Vol. 28 No. 7, pp. 581-592. <https://doi.org/10.1108/02621710910972698>
  - Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (2012). *LEADERSHIP: enhancing the lessons of experience*. In *LEADERSHIP: enhancing the lessons of experience*.
  - Robbins, S. P., & Judge, T. (2007). *Organizational behavior*. Upper Saddle River, N.J: Pearson/Prentice Hall.
- 
- <https://eotraining.com.sg/360-degree-feedback/>
  - <https://hbr.org/2012/09/getting-360-degree-reviews-right>
  - <https://silo.tips/download/case-analysis-of-360-degree-feedback>

These are the references from the text that has been taken, you cannot go further into details due to further your studies. This is all about that is the how 720-degree appraisal system right leadership is potentially identifying and the self-appraisal both of them are covered so, thank you.

**Leadership and Team Effectiveness**  
**Prof. Santhosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology – Roorkee**

**Lecture – 26**  
**The Dark Side of Leadership – Destructive Leadership**

We will talk about the exciting point about the dark side of leadership, destructive leadership. So, is it also so possible that a leader is destructive? So, yes, certain practices will classify them on the dark side of leadership. First, we will discuss and understand what destructive leadership in different domains is?

Toxic triangle about the destructive leader's suspectable followers and conducive environment. Now, so far, we have understood that there are three factors: leaders, followers, and the environment in leadership.

**(Refer Slide Time: 01:06)**

**CONTENTS**

- Destructive Leadership
- Destructive Leadership in different domains
- Toxic Triangle
  - Destructive Leaders
  - Suspectable Followers
  - Conducive Environment
- Preparing against Destructive Leadership
  - Toxic to Transformative Triangle
- Research paper
- Case study
- Book recommendation
- References

Image Source: <https://flightsafety.org/asw/article/the-ceo-as-a-top-level-hazard/>



So, when we talk about destructive leadership, there are suspectable followers in that case. What are those followers, and how are they classified into this class? In detail, we will discuss preparing against the destructive leadership toxic to the transformative triangle. Moreover, as usual, we will be talking about the research papers, case studies, and book recommendations.

**(Refer Slide Time: 01:36)**

## Destructive Leadership

**Destructive leadership** is associated with individuals who are effective at building teams and getting results through others, but who obtain results that are morally or ethically challenged or undermine organizational or community success.

An example here might be Adolf Hitler. Hitler was clearly able to rally an entire country around a common cause and conquered a number of countries, yet the end result was a continent in ruins and the death of over 20,000,000 people.

" Only 8 % of Fortune 1000 executive directors rate their leadership capacity as excellent, while 47% rated their leadership capacity as fair to poor"

-The Conference Board



So, first, we have to understand the destructive relationship. Because you often see whenever we argue with the leadership, many people give examples of such leaders and say, is this leadership? Because they are harming the society, and if they are harming the society, they can influence the followers, and if they can influence the followers, then theoretically, we will say they are leaders.

However, then what type of leaders they are? So, they are destructive leaders with individuals who effectively build teams and get results through others. So, you also have to keep in mind they are very effective. So, therefore they also create the teams. So far, we have discussed the leaders. Leaders have the followers; followers have the teams.

And then, the team is led by the leader, and the goal has been achieved. So, therefore they are getting the results also. So, the leadership process is complete, but those who obtain morally or ethically challenged results. So, dear friends, the goal is fundamental; if somebody thinks that is the destructive leadership, he can occupy the position in the organization.

Moreover, he thinks I am very influential and, therefore, a successful leader. However, that is not right in what context it is not right that we will see. It is not the question of the morally or ethically challenged. So, somebody may say, I do not bother, I do not bother about the moral. So then, in that case, what will be there? Then how that leadership can be stopped?

So or undermine the organizational or community success. So therefore, in that leadership, no, it is such an addiction, destructive leadership also an addiction that they do not bother

about the organizational commentary success. Also, for example, Hitler is there, and you know about all these about Hitler. Only 8% of the fortune 1000 executive directors' leadership capacity is excellent.

While 47 rated their leadership capacity as fair to the poor is there. So therefore, in that case, you will find that it is only 8% off in the fortune 1000, only 8%. Moreover, they have talked about it is yes, our leadership is excellent. Nevertheless, 47% have rated themselves in the fair to poor category. Moreover, we can understand that if this is the situation, we will have this particular concept of effective leadership.

Moreover, leadership in the organization is outstanding. No, it is excellent is only 8% is there.

**(Refer Slide Time: 04:42)**

### Destructive Leadership - Definitions

"A complex process of influence between flawed, toxic, or ineffective leaders, susceptible followers, and conducive environments, which unfolds over time and, on balance, culminates in destructive group or organizational outcomes that compromise the quality of life for internal and external constituents and detract from their group-focused goals or purposes."

(Thoroughgood, C., Sawyer, K., Padilla, A. and Lunsford, L., 2018)

"A process in which over a longer period of time the activities, experiences and/or relationships of an individual or the members of a group are repeatedly influenced by their supervisor in a way that is perceived as hostile and/or obstructive."

(Schyns and Schilling, 2013)



Now, whenever we want to understand precisely the theoretical definition or concept of destructive leadership, it is the process of influence between the flawed toxic or the ineffective leaders. Therefore, they are flawed and toxic, making a difference. So, when we talk about that easy, what is the goal?

So, we will call it a flawed style of leadership is there. Susceptible followers and conducive environments, which unfold over time and unbalance, culminate in the destructive group are the organizational outcomes that comprise the quality of life for internal and external constituents. Therefore, the quality of life is becoming essential that we are talking about.

Moreover, every time we talk about work-life balance, we talk about the quality of work life. We talk about the quality of life. Nowadays, we are, we want work-life enrichment to be there. Moreover, it is the external and internal constituents, And the track from their group focus goals or purposes is there. So you will find that it is not the right strategy to adopt this type of leadership.

Another definition is given a process in which, over a more extended period, the activities, experiences and relationships of an individual or the members of a group are repeatedly influenced by their supervisor definitely, in a way that is perceived as hostile and or the obstructive is there. So, it is also a significant period. What is the period there? Furthermore, in the period, if that particular relationship of an individual of the members is a repeated influence.

Then you will find that these followers are becoming hostile and the obstructive is there.

**(Refer Slide Time: 06:58)**

### Destructive Leadership in different Domains

- Government and Political

Some of leaders are among the most infamous in history and include:



Alexander the Great  
Source: [https://en.wikipedia.org/wiki/Alexander\\_the\\_Great](https://en.wikipedia.org/wiki/Alexander_the_Great)  
Genghis Khan  
Source: [https://en.wikipedia.org/wiki/Genghis\\_Khan](https://en.wikipedia.org/wiki/Genghis_Khan)  
Saddam Hussein  
Source: <https://www.biography.com/dictator/saddam-hussein>  
Napoleon Bonaparte  
Source: <https://www.biography.com/people/napoleon-bonaparte-9325093>  
Adolf Hitler  
Source: <https://www.enchantedlearning.com/people/adolf-hitler/>  
Joseph Stalin  
Source: <https://the-set-of-fascism-contracts-through-Stalin>

No one could argue about whether these individuals had a major impact on their countries and societies, but their collective influence killed hundreds of millions of innocent people.



Some of the leaders are among the most infamous in history, including Alexander the Great, then Genghis Khan, Saddam Hussein, Napoleon Bonaparte, Adolf Hitler, and Joseph Stalin. Moreover, no one could argue whether these individuals significantly impacted their countries and societies. So, they have been the leaders, but their collective influence killed hundreds of millions of innocent people.

**(Refer Slide Time: 07:32)**

## Destructive Leadership in different domains

- Military Settings

The massacres at My Lai, Serbia, Bosnia, Croatia, Rwanda, Darfur, and Syria show that destructive leadership also occurs in military settings. In the spirit of seeking revenge or ethnic cleansing, military commanders will rally the troops to kill everyone in particular villages and towns— even those who are not military combatants.



Jallianwala Bagh Massacre

In Indian Context, **General Dyer**, who ordered the Jallianwala Bagh Massacre of April 13 1919, was a destructive leader in the British Army during British Raj before Independence



Image Source: <https://www.bookedforlife.in/beyond-books/jallianwala-bagh-massacre-a-100-years-on/>

6

Moreover, in that case, we will find that becoming destructive leaders is there. In the case of these military settings, the massacres at My Lai, Serbia, Bosnia, Croatia, Rwanda, Darfur and Syria show that destruction leadership also occurs in military settings. In the spirit of seeking revenge or ethnic cleansing, military commanders will rally the troops to kill everyone, in particular villages and towns.

Even those who are not military combatants and like here in India. When are we talking about the Jallianwala Bagh, which was the massacre? So therefore, in that case, general dyer, who ordered the Jallianwala Bagh the massacre of April 13 1919, was a destructive leader in the British army during British Raj before the independence was there.

So therefore, in that case, the following is the leader's order. So then the leader says it is influential because there is a but what is the goal or objective that is becoming very important.

**(Refer Slide Time: 07:41)**

## Destructive Leadership in different domains

- Religion

Religious leaders can also exhibit destructive leadership. Jim Jones and David Koresh are two examples of highly charismatic religious leaders who developed cultlike followings and lead their adherents to commit suicide.

- Finance

The recession of 2008 to 2010 can be partially attributed to a number of destructive leaders in the financial services industry. Many greedy bank and insurance executives did a good job of building teams and generating profits, but the profits were gained by cooking the books, selling financial products that were doomed to fail. The problem was so widespread that it almost caused the collapse of the entire global economy.



So, we have destructive religions in this leadership in different domains of the religions are there. Moreover, highly charismatic religious leaders develop cult-like followings and lead their adherents to commit suicide. Finance, the recession of 2008 to 2010 can be partially attributed to some destructive leaders in the financial service industries.

Many greedy bank and insurance executives did an excellent job of building teams and generating profits, but the profits were gained by the cooking the books and selling financial products that were doomed to fail. So, if these types of practices are there, these industries, financial practices, then definitely we will classify, that is this type of the leadership is will be the destructive leadership.

The problem was so widespread that it almost caused the collapse of the entire global economy. Moreover, these leaders, financial problems, you see that is it created such an impact, that is it has collapsed the entire global economy.

**(Refer Slide Time: 09:53)**

## Destructive Leadership in different domains

- Organisations
- Destructive leadership can occur at a variety of levels in organizations.
- Sometimes first-line supervisors, midlevel managers, and executives who disagree with company policies and strategies will motivate their followers to pursue courses of action that are not aligned with organizational interests.
- These actions and their subsequent results often lead to poor customer service, duplicative efforts, high levels of team conflict, and ultimately suboptimal financial performance.
- Although these leaders and followers may believe they are doing the right thing, their actions harm their organizations.



8

You can see that is how destructive leadership can even influence so highly. In organizations, destructive leadership can occur at a variety of levels. Sometimes, first-line supervisors, middle-level managers, and executives who disagree with company policies and strategies will motivate their followers to pursue the course of action that is not aligned with the corporate interest.

So, even in a case then when it is not related to the corporate interest, then definitely those policies and strategies they did which have been motivated. Moreover, many times we see the closure of the organizations. Why the closure of the organization? They could not run the organization properly, and the decisions were found wrong. Thus, therefore, in that case, we will say it is destructive leadership.

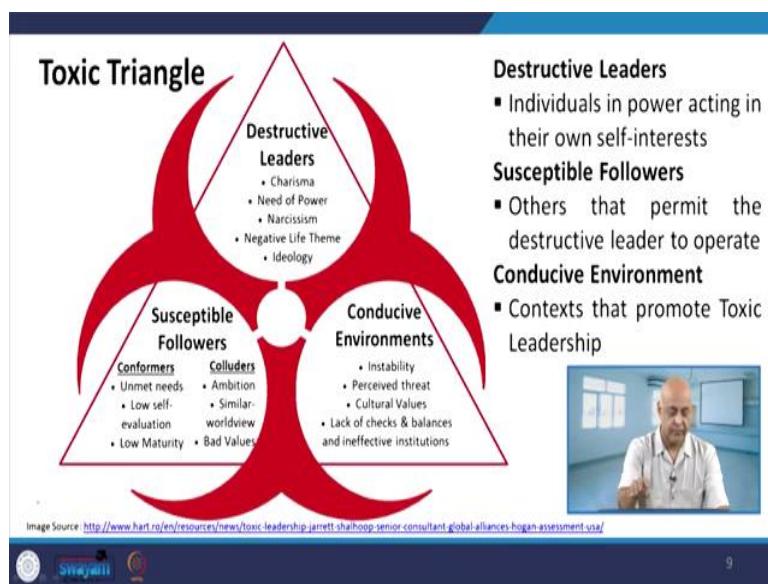
These actions and the subsequent results often lead to poor customer service, duplicate efforts, high levels of team conflict, and ultimately, suboptimal financial performance. Are there any outcomes expected? What will happen when the leader is in such an institute position? So who will take care of the customers? Nobody will take care of the customers.

They will be the high level of the team efforts, and ultimately, the suboptimal financial performance will be there. So, team conflicts will be there. So, if a high level of team conflicts is there, then if the performance is the high level of performance into destructive style, ultimately that is the financial performance has to go down and when it is financially, performance will go down.

Then organization's survival will be in the question. Although these leaders and followers may believe they are doing the thing, their actions harm their organizations. Now here, we have to focus on this particular point. So, the question arises in destructive leadership, the intention in intention is there, or intention is not there? That is very subjective, but the ultimate goal, because what is the leadership when you talk about that collective effort to achieve the goal of the organization.

However, ultimately, the result is not achieving the goal rather than harming the organization. Furthermore, this destructive leadership style in these different domains, whether intentional or unintentional, ultimately will be very damaging.

**(Refer Slide Time: 12:46)**



A beautiful concept to understand is that destructive leadership is the toxic triangle. So, here destructive leaders are there, so they are charismatic. So, they are acting in their self-interest. So, destructive leaders act in self-interest and not in the organization's interest, so they, but they are charismatic, need power. So, they are in high need of power, and for the remaining power they can, they go for this type of destructive practice.

Narcissism is a negative life theme, and the ideology is to destroy. Susceptible followers are the conformers and the colluders. Conformers are the unmet needs, so, therefore, in that case, whatever is their need was there, they are not able to gain that fulfilment of that need. Low self-evaluation, why they are not involved in the positive act? Because they have a low self-evaluation.

Self-evaluation is shallow. So, I will be necessary to the organization if I create a problem for the organization, which is the philosophy of the susceptible followers. So, the susceptible followers will they are highlighted in the organization. People are scared of them, but they behave like this because they have a low self-evaluation.

They are not becoming a leader by performing as a role-models and doing something good in the organization. Then the low maturity is left there so that they understand itself. It is a question that this type of this follower they are immature. They cannot understand that is what will be the consequence of their act and behaviour in the overall organization, and, ultimately, the organization, society, and nation all will suffer.

What position are they in? However, because of their low maturity and low self-evaluation, they are not performing. They are involved in the harmful act. So, colliders are the ambition highly ambitious about themselves; a similar worldview is there. So therefore, in that case, they join with that particular view, and the bad value systems are there. Moreover, as a result, they are becoming the substitutional followers.

The third in third leadership element or dimension is the conducive environment. A conducive environment is a context that promotes toxic leadership. So, if the organization has instability and cannot perform consistently in its growth, there will be instability, and as a result, it cannot perform.

The perceived threat is maybe the social or environmental factors are there, and on this, they will have this perceived threat. Then the cultural value is there whenever talking about these wrong values of these susceptible followers; it will create the organization's culture. If this type of follower is more known, what will be the value system in that organization?

In an organizational system, that culture will be developed not to work, creating damage to the organization, adverse decisions, or self-interest. So, this will be the cultural values lack of checks and balances. So, therefore, in that case, they will be no control. The organization does not have control over this the followers and the organization process. There are no proper checks and balances are there. So, as a result, what will happen an ineffective institution will be developed.

(Refer to Slide Time: 17:30)

## Destructive Leaders

There are five Characteristics that are frequently present with Destructive Leadership.

1. Charisma
  - Are outgoing and charismatic
  - Have engaging personalities
  - Are socially skilled
  - Advocate popular ideologies
2. Need for Power
  - Are Ambitious
  - Desire positions of power and influence
  - Demonstrate focus, energy and stamina toward goals



SWAYAM

10

So, these points are discussed in detail. That is when I was talking about no, and they are charismatic. So then are outgoing and charismatic are there? They engage the personalities and have much influence on dear friends. That is, they can influence those personalities, so that those followers join them and they are socially skilled, which is also very interesting.

People voluntarily join them, which is why they are part of the leadership; it is not forcefully. Moreover, they advocate the popular ideologies and what type of talk they will have are the speech they will have, which will be more acceptable. So, therefore, they advocate the popular ideologies, so popular ideologies are there. People accept that, but why do they do so? They are highly ambitious positions of power for the need for power and demonstrate the focus, energy, and stamina towards the goal.

Moreover, your stamina is very high, your energy level is very high, and you move towards the goal. This is also the influence that is why they are leaders. Unfortunately, they are destructive leaders, but what is required to be a leader? Moreover, the focus is required, the goal is required, energy is required, and stamina is required. So, these leaders also have all the focus, energy and stamina.

Have inflated the views of self-importance, so people they take, you take them as a leader. Possess tremendous self-esteem and self-efficacy. There is no one like me on this earth, and therefore, tremendous self-esteem is there. Liking for self is too much; I am different from

all. Nobody is here like me, and if I leave the organization, this organization has to go to dogs.

(Refer to Slide Time: 19:33)

### Destructive Leaders (Cont.)

3. Narcissism

- Have inflated views of self importance
- Possess tremendous self-esteem and self efficacy
- Ignore inputs from others

4. Negative life themes

- Experienced significant challenges/ traumatic events in formative periods
- Weave a narrative of overcoming hardship or long odds

5. Ideology of Hate

- Have inflated views of self importance
- Possess tremendous self-esteem and self efficacy
- Ignore inputs from others



SWAYAM

So, therefore, that much self-esteem and self-efficacy are there. Ignore inputs from others, so autocratic style, is there not to listen to others, no suggestions, whatever they think, they think it is okay. Negative life themes are there, experience significant challenges, traumatic events informative periods. This is also the most the leaders have either their childhood or their young age of this destructive leader.

That has become the very, very challenging and a struggle entire. Moreover, as a result, they develop the value system of hating others. Then they will create chaos in society. We were narrative of overcoming the hardship, or long odds are there. So therefore, why they are so much appreciated because they have come with the very much hardship in life and long odds situations are there.

They struggle with that, they win over those situations, and now they are into the positions. The ideology of hate has clear views of self-importance, possesses tremendous self-esteem and self-efficacy and ignores the inputs from others. So this ideology is there, so these points number 3 and point number 5, the sub-factors are the same, but basically, both have that is the ideology of hate is there. Moreover, therefore, in that case, they are becoming destructive leaders.

(Refer to Slide Time: 21:16)

## Susceptible Followers

Followers pursue personal well-being by being seen as industrious, enthusiastic, and loyal to leadership.

- **Conformers** passively permit Destructive leadership
  - Unmet needs
  - Poor self-evaluations
  - Immaturity
- **Colluders** actively assist Destructive leadership
  - Personal ambitions
  - Congruent values/beliefs
  - Unsocialized values



When we talk about the follower's conformers, they passively permit the destructive leadership, unmet needs, poor self-evaluation and immaturity. Moreover, this type of these people, who are internally less confident, are going as conformers. Colluders, are there assistance destructive leadership? That is personal ambitions, and the congruent values are beliefs there and the unsolicited values they have.

(Refer to Slide Time: 21:50)

## Conducive Environments

Contextual factors can facilitate or hinder the rise of Destructive Leaders to positions of influence.

1. Instability
  - Periods of Change or uncertainty
  - Need for quick, decisive action
2. Perceived Threat
  - External Threats
  - Common enemies
  - Need for protection



Now, this conducive environment. In the previous slides, we have given an example of financial leadership; destructive leadership is there. Many banks and financial institutions created problems when the economic recession was there. So that is because of the instability because it was an economic recession, and in that economic recession, there was instability, so periods of change or uncertainty.

So, they got the opportunity to become destructive leaders to make harm the nation. Moreover, the need for a quick decision was there, and at that time, because of instability, so quick decisions were required. So, every decision is not well wetted, and as a result of which, immediately decisions are taken. So, they will this type of this environment is there. So, many times that leads to a destructive outcome.

They perceived threats, external threats, especially the competitors and survival, common enemies are there and for those who are the market shareholders of their business. They become common enemies. Moreover, there is a need for protection is there. Moreover therefore, because this instability environment is not supported, there are threats, are there, so they need protection for this from this environment.

(Refer to Slide Time: 23:19)

### Conducive Environments

- 3. Absence of Checks & Balances
  - Emerging organizations
  - Poor institutional oversight
  
- 4. Cultural Values
  - Collectivist cultures
  - High power distance
  - Need for stability and security



SWAYAM

There is the absence of checks and balances; emerging organizations are there, and poor institutional oversight. An organization does not have a long-term vision, and as a result, there are no checks and balances. The collectivist cultures are there; those who are the followers here when we talk about the types of followers and then the types of followers are susceptible.

Then the high power distance is there in the organization. So, despite the temporary and horizontal structures, the organizations have a high power distance, which creates a tall structure in the organization. So, there is a need for stability and security in the organization, and as we have seen, these are all outcomes of the instability in the previous slide, so there is a need for stability.

(Refer Slide Time: 24:18)

## Consequences of Destructive Leadership

Destructive Leadership is associated with various negative outcomes.

- **Negative view of the Leader**  
Follower resistance
- **Negative view of the Job**  
Decreased motivation, dedication and satisfaction
- **Negative View of the Individual Followers**  
Stress, Well Being, Performance
- **Negative View of the Organisation**  
Turnover and counterproductive work behaviour



15

So, destructive leadership is associated with various adverse outcomes; follower resistance will be their view of the leaders. A negative view of the job decrease motivation, dedication and satisfaction. The opposing view of the individual follower's stress, well-being and performance are there. So therefore, these followers will be under this stress and decreased motivation.

So, therefore, in that case, dedication and satisfaction decrease, it will be decreased, damage to the organization is turned over, and the counterproductive work behaviour is there. Moreover, in that case, it is becoming towards the more non-performers rather than the performers.

(Refer Slide Time: 25:05)

## Preparing against Destructive Leadership

Given that destructive leadership could impact your organization at some point, you may benefit from preparing for this challenge. To do so, you may want to.

- **Increase your Awareness**  
Leadership assessments, performance appraisals, or general employee satisfaction surveys may be helpful to flag leaders that could become destructive leaders
- **Have a plan**  
Develop a clear response to destructive leadership when it is identified, focusing not only on the leader (e.g., coaching, training, development plans) but also supporting employees as suggested by (Mackey et. al., 2015)



16

So, how in this at some point, you may benefit from preparing for this challenge to do what you may want to. So therefore, how do you prepare against destructive leadership? So, increase your awareness, leadership assessments, performance appraisals or generally employee satisfaction, and the survey may be helpful to flag leaders that could become destructive leaders.

So, in the beginning, you see, whenever there are these, these types of decisions are going on, and the ladder of the leader for this destructive leadership is there, so immediately there should be in the organization, there should be checks and balances. There should be the counterparts to identify, and they can flag the leaders, identify the leaders, and flag the leaders that could become the destructive leaders.

There is, if this type of the officers, this step of the section heads this type of the supervisors if they have been allowed to grow. So, one day, they will take a critical position in the organization as a destructive leader. So, have a plan, an apparent response to destructive leadership when it is identified, focusing not only on the leader but also on supporting employees as suggested. It's also an excellent point.

So, it is not that that is when you observe that a particular person is negatively working in the organization, so do not focus only on that particular leader, but also focus on those employees who suggest supporting this type of leader. So, then only you will be able to break that chain.

**(Refer Slide Time: 26:50)**

### Preparing against Destructive Leadership

- **Know thyself**

Leaders should consider how their behavior and tactics may affect staff. In addition, leadership teams may benefit from discussions of acceptable and unacceptable behavior — what types of behavior are you willing to tolerate amongst colleagues at the leadership level? Is this the type of behavior you would like imitated throughout the organization?

- **Consider your context**

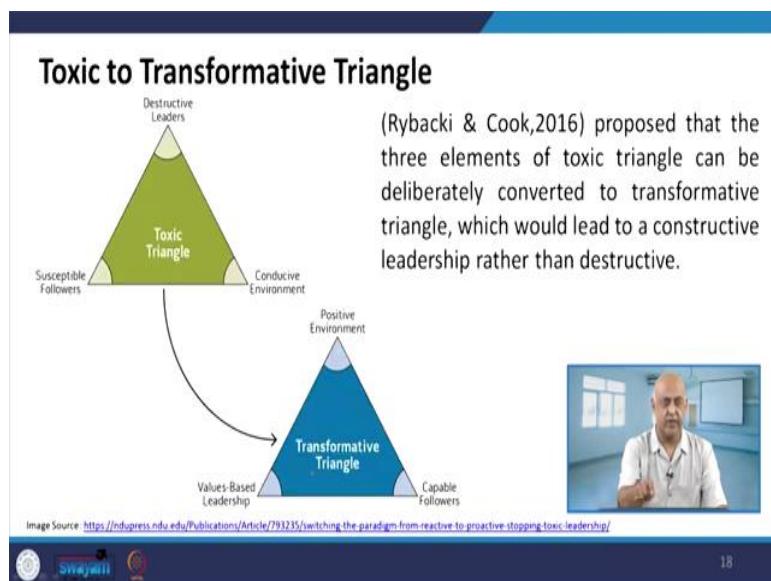
Addressing the behavior of the destructive leader is just a start. Consider the aspects of your organizational environment or culture that may enable or allow destructive leadership to take place, as suggested in the models referenced above.



Know themselves, and leaders should consider how their behaviour and tactics affect staff. In addition, leadership teams may benefit from discussing acceptable and unacceptable behaviour. What type of behaviour are you willing to tolerate amongst colleagues at the leadership level? So, many times what happens now? Whenever we say that it is always those who tolerate this type of behaviour.

They are also more responsible for promoting this type of destructive leadership. Is this a type of behaviour you would like imitated throughout the organization? If, Yes, then that is not destructive, but if it is No, that is a sign of destructive leadership. So, consider your context; addressing the behaviour of the district leader is just a start. Consider the aspects of your organizational environment or culture that may enable or allow destructive leadership to occur, as suggested in the models discussed above.

**(Refer Slide Time: 27:49)**



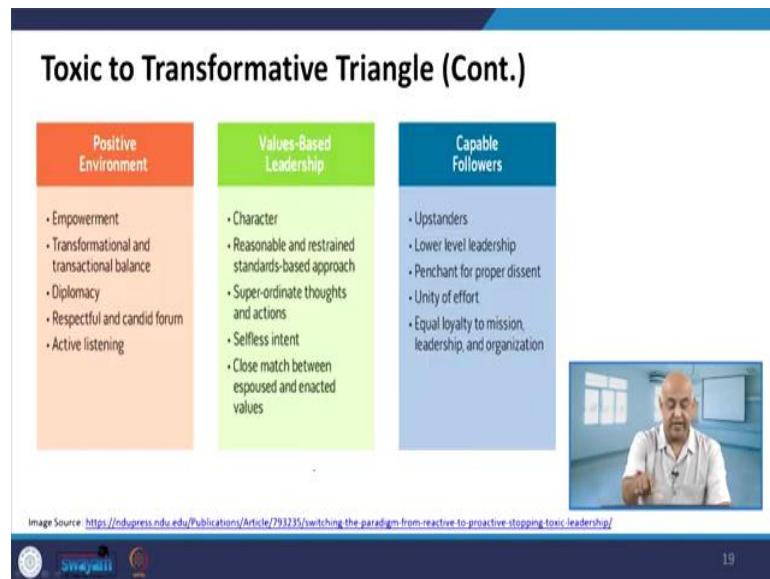
Now, the toxic to the transformative triangle is there. So, whenever you talk about the susceptible followers, destructive leaders and a conducive environment, that is a toxic triangle to the transformative triangle. How we can take out this particular problem and our organization becomes a constructive organization. So, therefore, despite the conducive environment, there will be a positive environment.

Furthermore, value-based leadership. Value-based leadership is required so that despite these susceptible followers, you will have capable followers with you that the three elements of the toxic triangle can be deliberately converted into a transformative triangle, which would lead

to constructive leadership rather than destructive leadership. So, despite the leaders, constructive leaders are required.

Despite the susceptible follower's value-based, capable followers are required, and despite the destructive leaders, value-based leadership is required. So then, in that case, we will have that transformative triangle.

**(Refer Slide Time: 28:59)**



How to create that positive environment? Empowered the people, transformational and transactional balance is required, diplomacy, this type of this positive environment, respectful and candid forum and the active listening is required. The leader itself will characterize value-based leadership. Reasonable and restrained standard-based approach. Super-ordinate thoughts and actions so that the vision is created.

Selfless intent and the close match between the espoused and enacted values are there. Capable followers are there: the upstanders, lower-level leadership, then the Penchant for the proper descent, unity of efforts, and equal loyalty to mission leadership and organization. When we follow this type of transformation into a triangle, we can come out from the destructive leadership to the transformative leadership, and the triangle will be there.

**(Refer Slide Time: 30:03)**

**Research Paper**

 ELSEVIER  
www.elsevier.com/locate/lequa

**Destructive leadership behaviour:  
A definition and conceptual model**

Ståle Einarsen \*, Merethe Schanke Aasland, Anders Skogstad  
University of Bergen, Norway, Department of Psychosocial Science, Christiegate 12, N-5015 Bergen, Norway

The Leadership Quarterly 18 (2007) 207–216  
1048-9843/\$ - see front matter © 2007 Elsevier Inc. All rights reserved.  
doi:10.1016/j.lequa.2007.03.002

**Purpose**

The purpose of this paper is twofold: (1) to propose a definition of destructive leadership behaviour that captures the different destructive behaviours described within this research field, and (2) to propose a conceptual model of leadership behaviour that incorporates the notion that a destructive leader may simultaneously show both destructive and constructive behaviour.



20

These are the research papers as usual, which is the advice, destructive leadership behaviour a definition in the conceptual model, and propose a definition of destructive leadership behaviour in this paper also, it has been given. He proposes a conceptual model of leadership behaviour within his research field that incorporates the notion that a destructive leader may simultaneously show both destructive and constructive behaviour.

This is also possible interestingly; that is, the leader may show that both destructive and constructive leadership is there.

**(Refer to Slide Time: 30:35)**

**Research Paper**

**Design/methodology/approach**

The authors investigate this topic with help of review of literature in the fashion of developing new theory

**Findings**

"The systematic and repeated behaviour by a leader, supervisor or manager that violates the legitimate interest of the organisation by undermining and/or sabotaging the organisation's goals, tasks, resources, and effectiveness and/or the motivation, well-being or job satisfaction of subordinates."

Assuming an inclusive concept of destructive leadership should account for destructive behaviour aimed at both subordinates and at the organisation, paper propose the above definition of destructive leadership



21

Ultimately, what we understand is that there should be continuous observations. Observations in the organization, what type of decisions are taken by the leader from the general level to the top level? Moreover, we can journey from entering the organization enriching to the CEO

or leadership positions. That journey has to be observed systematically, and if it is destructive, it should be stopped there only.

(Refer to Slide Time: 31:02)

## Research Paper

### Findings (Cont.)

By extending the two dimensions to include destructive behaviours, authors propose a model that captures both constructive and destructive leadership.

The diagram is a 2x2 matrix. The vertical axis is labeled 'Pro-subordinate behaviour' at the top and 'Anti-subordinate behaviour' at the bottom. The horizontal axis is labeled 'Anti-organisation behaviour' on the left and 'Pro-organisation behaviour' on the right. The four quadrants are: Top-left: 'Supportive-Dishonest Leadership' (Anti-organisation, Pro-subordinate). Top-right: 'Constructive Leadership' (Pro-organisation, Pro-subordinate). Bottom-left: 'Derailed Leadership' (Anti-organisation, Anti-subordinate). Bottom-right: 'Tyrannical Leadership' (Pro-organisation, Anti-subordinate).

A model of destructive and constructive leadership behaviour.



So, by extending the two dimensions to include destructive behaviour, the authors propose a model that captures both constructive and destructive leadership. So, anti-subordinate behaviour is there, and pro-subordinate behaviour is there, so pro-subordinate and pro-organizational behaviours are there. So then it will be the constructive leadership is there. When the pro organizational behaviour is there, but anti-subordinate behaviour is there.

Then that, we will say, tyrannical leadership is there. When the anti-organizational behaviour is there, and anti-subordinate behaviour is also there, that is a derailed relationship. When anti-organizational leadership is there, but the pro-subordinate behaviour is there, supportive disloyal leadership is there. So, you support your subordinates, but against the organization, so disloyal will be there.

(Refer to Slide Time: 31:53)

## Research Paper

### Implications

- First, the proposed definition and the accompanying model contributes to understanding of destructive leadership by offering a broad and inclusive concept of destructive leadership behaviour, including behaviours directed both towards subordinates and toward the larger organisation.
- Second, the proposed model presents a nuanced picture of destructive leadership behaviour, pointing out that destructive leaders may display destructive and constructive behaviours simultaneously.
- Third, the model presents a taxonomy of destructive behaviours that clearly defines and differentiates the main forms of such behaviours.



23

(Refer to Slide Time: 31:55)

## Case Study From Riches to Rags: The Story of Vijay Mallya

- Vijay Mallya, an Indian business baron, multibillionaire, was Chairman of the Conglomerate- United Breweries Holdings (UB). He was one of the most talked about and prominent business personalities of India. After the death of his father, Mallya became the Chairman of United Breweries Group in 1983 at the age of 28.
- Afterwards, the group has grown into a multi-national conglomerate of over 60 companies. Mallya was also a member of the Rajya Sabha, the upper house of the Parliament of India. Popularly known for having
- Vijay Mallya is known for his extravagant lifestyle and is popularly termed, as called the "King of Good Times"



Source: (Gupta and Gupta, 2017)

24

(Refer Slide Time: 32:07)

### Case Study (Cont.)

- In 2005, Vijay Mallya launched Kingfisher. Kingfisher Airlines began its operations in 2005 with its inaugural flight from Mumbai to Delhi. Kingfisher Airlines was soon becoming an airline synonym with five star air travel and was becoming famous among business travelers. In 2006, Kingfisher announced to offer its passengers with live in flight entertainment which was first of its kind.
- He bid for the Air Sahara in 2006 but he could not buy it as it was bought by Jet. Jet bought Air Sahara and rebranded it as JetLite. Then, in 2007, he bought the bleeding Air Deccan, India's first low-fare carrier, promoted by G.R. Gopinath.
- In the end of 2007 Kingfisher Airlines had acquired entire 46% of Deccan Aviation in Air Deccan. 2008 was good year for the airlines as things went well.

Source: (Gupta and Gupta, 2017)



25

So, by this study, we can go, and this is the case study of the story of Vijay Mallya. A multinational conglomerate of over 60 companies on lifestyle and problem terms is called the king of the good times. Launched Kingfisher, and then airlines acquired 46% of the damage.

(Refer Slide Time: 32:14)

### Case Study (Cont.)

- The year 2012 was the most turbulent year of all for Kingfisher Airlines. Just in the beginning of the year 2012, SBI declared Kingfisher as a non performing Asset. After incurring huge loses and failing to pay its employees, Kingfisher was grounded and October 2012 and its license was canceled in December 2012.

#### Reasons behind the failure of Kingfisher Airlines

- ❑ Lack of Delegation Mr. Mallya was too involved in the business and unlike his other two major businesses – the spirits and beer segments- which were running smoothly under the managing directors. Airlines Had no long term CEO.

Source: (Gupta and Gupta, 2017)



26

And then, what we find is a non-performing asset. Kingfisher has been for non-performing assets in the business, and unlike his other two primary businesses, the spirits and the beer's segments were running smoothly under the managing directors. Airlines had no long term CEO. So therefore, in this case, we find that it is the organization's failure because of the leader's destructive style of the leadership practices.

(Refer to Slide Time: 32:28)

## Case Study (Cont.)

- **Lavishing Expenditures** The Airlines was spending loads of money on maintain the premium services even when it was hit by the recession of 2008. Not only this Mr. Mallya also spend handsome amount of money on buying a formula one team "Sahara Force India F1 team" in this time. Along with Owing IPL team Royal Challengers Bangalore.
- **Frequent Changes in Business Model** Kingfisher was launched as an all economy, single-class configuration aircraft in 2005. However a year later it shifted its focus from economy to luxury. After acquiring Air Deccan it again started to go with Economy flights with Brand "Kingfisher Red" which didn't provide Kingfisher Time to stabilize in the market.

Source: (Gupta and Gupta, 2017)



(Refer Slide Time: 32:44)

## Case Study (Cont.)

### Questions

- Q1) Do you think Vijay Mallya as a Destructive Leader in making decision as per own wishes?
- Q2) Did acquiring of Air Deccan, a low cost Airline by a premium brand 'kingfisher' was a right decision by the leader?
- Q3) Discuss the case of Kingfisher Airlines as a prey of the "Toxic Triangle"



(Refer Slide Time: 32:45)

## Book Recommendation

### Destructive Leaders and Dysfunctional Organizations: A Therapeutic Approach

**Authors:** Alan Goldman  
**Publisher:** Cambridge University Press;  
(10 December 2009)  
**Language:** English  
**Paperback:** 240 Pages  
**ISBN-10:** 0521717345  
**ISBN-13:** 978-0-521-71734-2

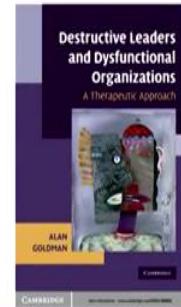


Image Source: [https://www.amazon.in/Destructive-Leaders-Dysfunctional-Organizations-Therapeutic/dp/0521717345/ref=tmm\\_pap\\_swatch\\_0?encoding=UTF8&qid=8sr](https://www.amazon.in/Destructive-Leaders-Dysfunctional-Organizations-Therapeutic/dp/0521717345/ref=tmm_pap_swatch_0?encoding=UTF8&qid=8sr)

29

So, dysfunctional organizations and the therapeutic approach, destructive leaders and dysfunctional organizations.

(Refer Slide Time: 32:52)

## Book Recommendation

- In Destructive Leaders and Dysfunctional Organizations, Alan Goldman draws on his extensive experience as a management consultant and executive coach to provide a fascinating behind-closed-doors account of troubled leaders and the effect they have on their organizations.
- Featuring clinical case studies, ranging from the fashion industry to an aeronautical engineering corporation, the book explores the damaging effects of destructive leadership on organizations and provides the tools necessary for early recognition, assessment, and treatment.

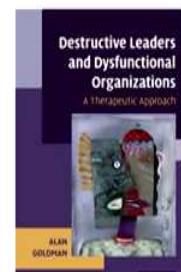


Image Source: [https://www.amazon.in/Destructive-Leaders-Dysfunctional-Organizations-Therapeutic/dp/0521717345/ref=tmm\\_pap\\_swatch\\_0?encoding=UTF8&qid=8sr](https://www.amazon.in/Destructive-Leaders-Dysfunctional-Organizations-Therapeutic/dp/0521717345/ref=tmm_pap_swatch_0?encoding=UTF8&qid=8sr)

30

(Refer Slide Time: 32:57)

## References

1. Gupta, S., & Gupta, S. (2017). Case Study From Riches to Rages : The Story of Vijay Mallya. *Pacific Business Review International*, 9(7).
2. Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (2015). Leadership: Enhancing the Lessons of Experience (8th Edition). McGraw Hill.
3. Mackey, J. D., Frieder, R. E., Brees, J. R., & Martinko, M. J. (2017). Abusive Supervision: A Meta-Analysis and Empirical Review. *Journal of Management*, 43(6). <https://doi.org/10.1177/0149206315573997>
4. Northouse, P. G. (2019). Leadership Theory and Practice Eighth Edition (8th ed.). Sage Publications, Inc.
5. Rybacki, M., & Cook, C. (2016). Switching the Paradigm from Reactive to Proactive. *Joint Forces Quarterly*, 82(3).



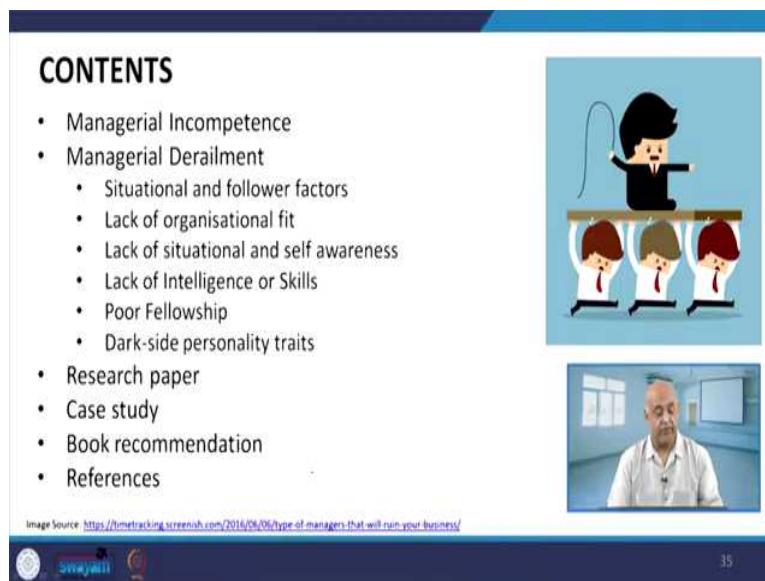
And then this is a book which talks about this particular concept and the practices by the many leaders, and for your further studies, these are the references. Thank you.

**Leadership and Team Effectiveness**  
**Prof. Santhosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology – Roorkee**

**Lecture – 27**  
**Managerial Incompetence and Derailment**

Managerial Incompetence and Derailment this session we will talk about. What is managerial incompetence? So, we talked about managerial competence, which is about the, A x M x O. I will discuss it later.

(Refer Slide Time: 00:42)



**CONTENTS**

- Managerial Incompetence
- Managerial Derailment
  - Situational and follower factors
  - Lack of organisational fit
  - Lack of situational and self awareness
  - Lack of Intelligence or Skills
  - Poor Fellowship
  - Dark-side personality traits
- Research paper
- Case study
- Book recommendation
- References

Image Source: <https://timetracking.screenish.com/2016/06/09/type-of-managers-that-will-ruin-your-business/>

Then, the managerial derailment, situational and follower factors, lack of organizational fit, lack of situational and self-awareness, lack of intelligence or skills, poor fellowship and the dark side personality traits are there. Then, we will talk about this; as usual, the research papers, case studies, and book recommendations in the references are there.

(Refer Slide Time: 01:03)

## Managerial Incompetence

Managerial incompetence concerns a person's inability to build teams or get results through others. A majority of people in positions of authority can :

- Build teams but not get results
- Get results but destroy team morale and cohesiveness
- Neither build teams nor get results

Incompetent managers have difficulties building loyal followings or getting anything done. Research shows that there may be more incompetent than competent managers; the base rate of managerial incompetence may be 50 to 75 percent.

(Kellerman,2004)

A ~~X~~ M X O  
ability  
Tech,  
~~HR~~, conceptual,  
Design, analytical,



36

So, first, we have to understand what managerial competence is. So therefore, a manager's competency we will talk about the formula is A into M into O. A is the ability. So, what type of ability is there? The technical skills, HR skills, conceptual skills, analytical skills and designing skills. That is creativity. So, whenever you talk about the manager's competency, the manager's ability is there.

M is for motivation, and O is for the opportunity. So, when the person is the unable inability of the person. So therefore, in that case, he does not like to build the teams or get results as a leader. What is important? That is, HR skills are essential. However, he cannot be unable to build the teams, so his HR skills are lacking. If HR skills are lacking, we will say it is a person who is not competent.

Position of authority can build teams but not get results. So, therefore you create the team, but this will not be the team. This will be the group. So, whenever we talk about the groups, groups are like this, and whenever we talk about the team, teams are like this, so they are connected and integrated. However, when you are building in a position, you are in a position, so you create and say that this is my team, but the team is not working.

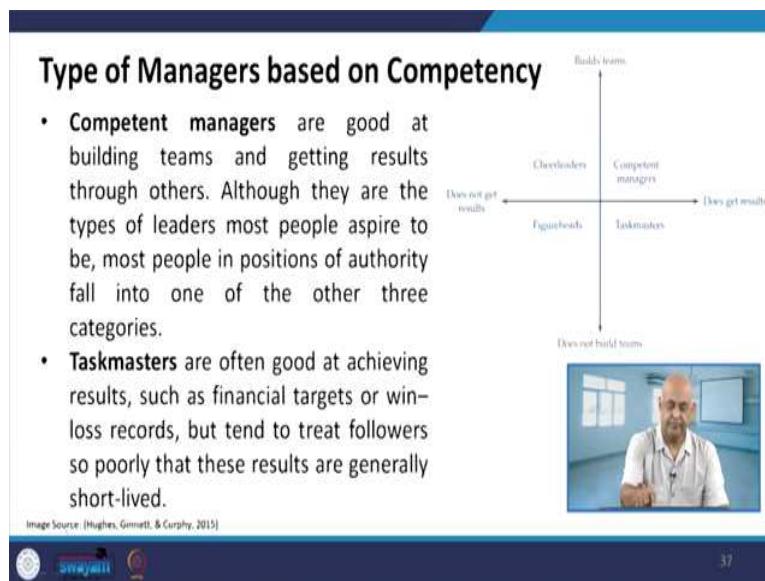
The team is not working in coordination; this will be the only group. However, when they are working in a team but even the incompetent team manager, what will be the result and not the team? So therefore, in that case, managerial incompetence is the inability to build a team but not getting the results, getting the results. However, bad morale and cohesiveness are there and neither the build teams do not get the results.

So, all three types of managers you will get. So, incompetent managers have difficulties building a loyal following or getting anything done. Research shows that there may be more incompetent than competent managers. So, therefore there will be more like in the previous session. We have seen it is 8%. Only so, therefore, 8% were excellent while the rest were not excellent.

The base rate of managerial incompetence maybe 50 to 75%. So, therefore it has been seen.

The managerial competence you know is not that common. The percentage is meagre.

**(Refer Slide Time: 04:42)**



So, competent managers are good at building teams and getting results through others. Although they are the types of leaders most people aspire to be, most people in a position of authority fall into one of the other three categories. So, they are building the team and getting the results of competent managers in the event. They are getting the results but do not build the teams.

Taskmasters do not build a team but do not get the result. So, they are the just figureheads and those who do not get the results, but in the building, the teams they are cheerleaders for are there. So, taskmasters are often good at achieving the results such as financial targets or win-loss records but tend to treat followers so poorly that these results are generally short-lived. A perfect point has been mentioned.

Many times, you know, people believe that if they are autocratic, they get the results. However, they forget that this practice will not continue for long this practice very shortly , it will die. So therefore, in that case, this taskmaster or leadership style does not always work for a long time basically, especially. So, cheerleaders are the people in a position of authority who is people-centred.

Moreover, please make a point of getting along with everyone thanks to their focus on making the workplace warm and fun. Most people like working for the cheerleaders are there. Figureheads do not play to win; they play not to lose. They may not be complete failures at building the teams and getting the results, but they could be better at both endeavours. Many times, figureheads do just enough to stay out of the trouble and avoid this point spotlight.

**(Refer Slide Time: 06:48)**

### Managerial Derailment

- The term "management derailment" refers to the failure of individuals who hold executive-level positions within a company.
- Many people mistakenly assume that executives do not experience similar job or career turmoil to lower-level employees.
- However, failure at the executive level is actually a relatively common occurrence.
- Management derailment can occur because of either personal failure or external conditions
- Managerial derailment describes the common reasons why people in positions of authority have difficulties building teams or getting results through others.



SWAYAM

39

So, therefore, in that case, and they actually, they are not handling the challenging situations. So, what happens? Managerial derailment happens. The term managerial derailment refers to the failure of individuals who hold executive-level positions. Many people mistakenly assume that executives do not experience a similar job or carry a turmoil to lower-level employees, but they do.

Failure at the executive level is a relatively common occurrence. Management derailment can occur because of either personal failure or external conditions. Managerial derailment describes the common reasons people in a position of authority have difficulties building teams are getting results through the others are there. So, the primary reason for the derailment is that those at the top positions do not have the derailment?

Yes, they have. The derailment is there. So, it is not like this that only the lower-level executives will have the derailment and the high-level executive level. We do not have this derailment; it is a relatively common occurrence. There are also having the derailment is there. So, it does not mean that if somebody is at a very high position in the organization, he will not have the derailment.

He will also have the derailment there. Moreover, rather than being ubiquitous, the point is that when you are creating the team and building the team you are getting, you are supposed to get the result through others.

(Refer Slide Time: 08:19)

### Managerial Derailment (Cont.)

- Initial research on managerial derailment—whereby individuals who at one time were on the fast track only to have their careers derailed—was conducted in the early 1980s by researchers at the Center for Creative Leadership.
- The researchers went to the human resources departments in a number of Fortune 100 companies seeking lists of their high-potential managers. (*McCall and Lombardo defined high potentials as individuals who had been identified as eventually becoming either the CEO/president or one of his or her direct reports sometime in the future.*)
- They waited for three years and then returned to these organizations to ask what had happened to the people on the lists.



Initial research and managerial derailment, whereby the individuals who at one time were on the fast track only to have their careers derailed, was conducted in the year the early 90s by researchers at the centre of creative leadership are there. So therefore, in that case, and this is the example given in the 1980s by researchers, research has been done at the centre for creative leadership.

Moreover, the researchers went to the human resource departments in several fortunes, 100 companies seeking a list of their high potential managers McCall and Lombardo defined high potentials as individuals who had been identified as eventually becoming either the CEO or the president or one of his or her direct reports or sometime in the future. They waited for three years and then returned to these organizations to ask what had happened to the people on the list.

**(Refer Slide Time: 09:21)**

### **Managerial Derailment (Cont.)**

- They discovered that roughly a quarter of the high potentials had been promoted to one of the top two levels in the organization, and an equal percentage had not yet been promoted but would be as soon as a position became available.
- Another 25 percent had left the companies; some had quit to form their own companies, and others were given better offers somewhere else.
- Finally, about a quarter of the people on the list were no longer being considered for promotion. Most of these individuals were let go or demoted to less influential and visible positions.
- This last group of individuals represented cases of managerial derailment.



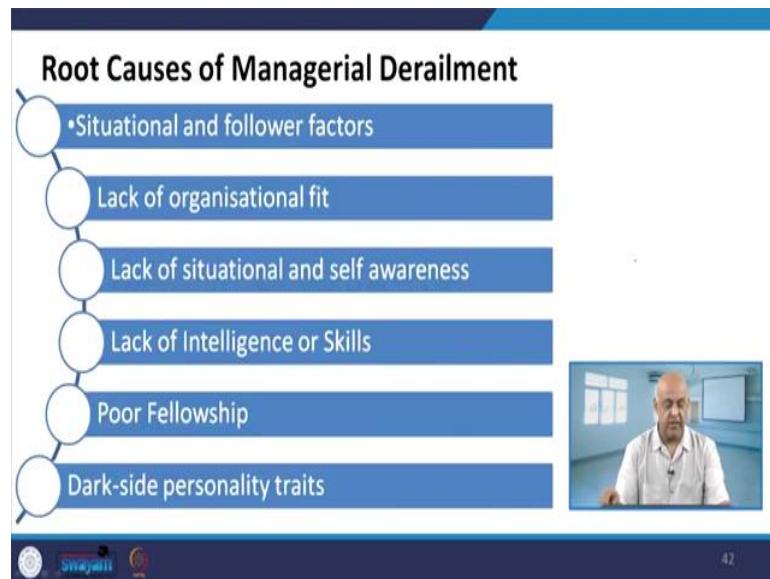
41

So, after three years, this researcher again discovered that roughly a quarter of the high potential had been promoted to one of the top two levels in the organization, and an equal percentage had not yet been promoted. However, it would be as soon as the position became available. Another 25% had left the company, some had quit forming their own companies, and others were offered better elsewhere.

Finally, about a quarter of the people on the list were no longer being considered for promotion. Most of these individuals were let go or demoted to less influential and visible positions. So, the last group of this one quarter that has represented the managerial derailment means those with the potential they could have performed but could not.

Moreover, in that case, a first quarter was promoted, and an equal number was given a position in a short period. Moreover, 25% have left, and 25% were the managerial derailment.

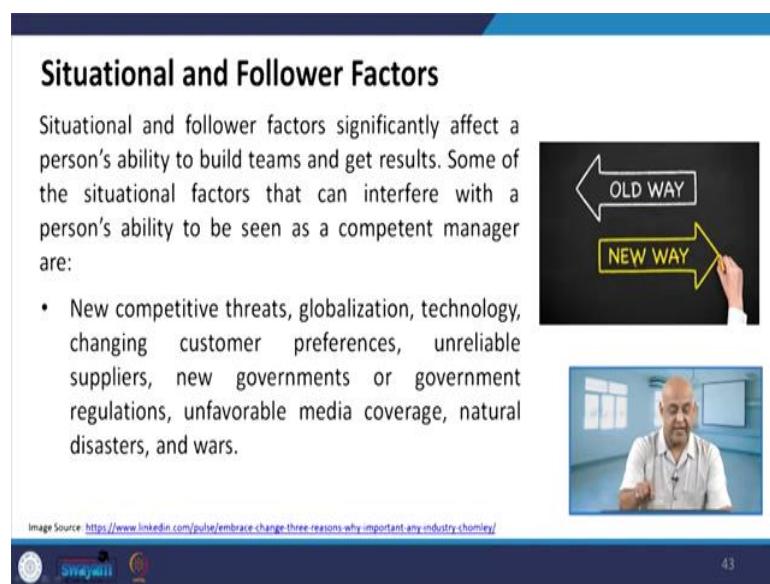
**(Refer Slide Time: 10:32)**



However, I think that this percentage, which is the 25% only so, then is not a huge number. Because managerial derailment causes a high percentage many times. So, what is the cause of the managerial derailment? Situational and follower factors are critical, situational factors and follower factors. Lack of organizational fit, so they have the potential, but they do not fit into its culture.

Lack of situational and self-awareness: Many times, they are not aware of themselves doing this job or are competent or not and then performing. Lack of intelligence or skills to perform that particular high-level promotion level position. Poor fellowship is there, so they cannot do that. Moreover, dark-side personality traits are there.

**(Refer to Slide Time: 11:29)**



So, therefore, in that case, these are why the managerial derailment is there. Situational follow factors significantly affect a person's ability to build teams and get results. So, therefore, in that case, they can build the team and get the results. Some situational factors can interfere with a person's ability to be seen as a competent manager.

So, therefore, it is the situational and follow factors they usually are the creating that is about the person's abilities, whether the up or the down. New competitive threats, globalization, technology, changing customer preferences, unreliable suppliers or new governments or the government regulations, unfavourable media coverage and the natural disaster and wars are there.

Moreover, therefore, we will find that it is becoming the government regulations or the unfavourable media coverage. Moreover, as a result, there are certain factors and the person is tested. For example, the role of technology changes technology and the unfavourable media coverage also creates derailment, and natural disasters and wars are there.

**(Refer Slide Time: 12:55)**

### Situational and Follower Factors

- Mergers, acquisitions, divestitures, bankruptcies, new strategies, reorganizations, major change initiatives, incidents of workplace violence, or environmental disasters.
- New bosses, peers, direct reports; disengaged or disgruntled employees; disruptive worker cliques; and strikes or dysfunctional turnover.
- New jobs, responsibilities, or projects.

A second point concerns the concepts of **episodic incompetence Vs. chronic incompetence**.



44

The other factors are mergers, acquisitions, acquisitions, divestitures, bankruptcies, new strategies or reorganizations, major change initiatives, workplace violence, or environmental disasters. So, these are the reasons for the derailment. A new boss's peers are also often the new boss that becomes the cause of the derailment of peers, direct reports, disengaged or the disgruntled employees, disruptive worker cliques.

Moreover, the strikes are dysfunctional. Turnover is there. New job responsibilities or the projects are there? A second point concerns the concept of episodic incompetence versus chronic incompetence. So therefore, when we talk about these new bosses' peer direct reports, these engaged and disgruntled employees are there, disruptive worker collection and the strikes are dysfunctional turnovers are there.

So, these all become examples of episodic incompetence versus chronic incompetence.

(Refer Slide Time: 14:04)

### Situational and Follower Factors

- **Episodic managerial incompetence** occurs when people in positions of authority face extremely tough situational or follower events that temporarily interfere with their ability to build teams and get results. However, once they have reflected upon and taken action to cope with the event, they quickly regain their ability to successfully build teams and get results.
- **Chronic managerial incompetence** occurs when taxing situational or follower events permanently disrupt a person's ability to build teams or get results. Given their preferred ways of dealing with challenging events, cheerleaders, taskmasters, and figureheads seem to exemplify chronic managerial incompetence.



45

So, what is episodic managerial incompetence when people in positions of authority face extremely tough situations or follow events that temporarily interfere with their ability to build teams and get results? Once they have reflected upon and taken action to cope with the event, they quickly regain their ability to build teams and get results successfully.

So, if this type of situation arises, how does the person respond to those situations? Furthermore, we can understand that if the person is taking action to cope with the event, he can cope with the event, then definitely, in that case, they quickly regain their ability, but when the taxing situational or follower events permanently disrupt a person's ability to build teams or get results.

Given their preferred ways of dealing with challenging events, cheerleaders, taskmasters, and figureheads exemplify chronic managerial incompetence. However, if this situation arises and they cannot handle the above situations, there will be managerial incompetence excellent point.

(Refer Slide Time: 15:13)

### Lack of Organizational Fit

- All organizations have cultures, but the content and strength of the beliefs underlying these cultures can vary dramatically.
- Organizational culture is not one of those pervasive situational factors that doom managers to fail, but a person's fit with an organization's culture can cause him or her to be seen as incompetent.
- Organizational fit can be defined as the degree of agreement between personal and organizational values and beliefs. If a person does not share the values or beliefs of the majority of members, then in all likelihood this person will be a poor fit with the organization.





46

It often lacks organizational fit or organizational cultures, but the content and strength of the beliefs underlying these cultures can vary dramatically. Organizational culture is not one of those pervasive situational factors that doom managers to fail. So, but a person's fit within an organization's culture. It is not like that. It is the organization's culture. It is not good. However, it is the fitness between the individual and the organization.

So that is why it has been mentioned that it is not the organization culture one of those pervasive situational factors. However, a person's fit with organizational culture can cause him or her to be seen as incompetent. Because he cannot adopt that particular culture, organizational fit can be defined as an agreement between personal and organizational values.

Moreover, beliefs if a person does not share the values or beliefs of the majority of members, then in all likelihood, this person will be a poor fit with the organization. So therefore, in that case, if there is a difference also between the personal values and organizational values, are there. Then definitely, in that case, does not share the values, then it is the likelihood that he has a poor fit with the organization.

(Refer Slide Time: 16:35)

## Lack of Organizational Fit

- Organizations often realize that continuing to do things the same way will eventually result in failure, and one approach to fostering new ways of thinking is to hire people from the outside with different work experiences.
- New hires may have good ideas to remedy a situation, but whether they and their ideas are accepted will depend to a large extent on an organization's culture.
- The farther these ideas stray from the organization's prevailing values and beliefs, the more likely they are to be dismissed.
- It also happens when companies hire new CEOs or acquire other organizations.



47

Organizations often realize that continuing to do things the same way will eventually fail and one approach to fostering new ways of thinking is to hire people from the outside with different work experience is there. New hires may have good ideas to remedy a situation but whether they and their ideas are accepted will depend to a large extent on an organization's culture is there.

Moreover, therefore, in that case, the ideas which are accepted will create an influence on the organization's culture? The farther these ideas stray from the organization's prevailing values and beliefs, the more likely they will be dismissed. So therefore, in that case, they are required to be quickly developed when companies hire new CEOs or acquire other organizations.

Especially then, they develop that particular style of the values and beliefs. So, determining organizational culture may not be straightforward; however, because the underlying beliefs, norms, stories and values are often unwritten, so many times, what happens to know? That is a new leader. He cannot understand the culture because he sees it superficially, but it is not the right thing.

**(Refer Slide Time: 17:58)**

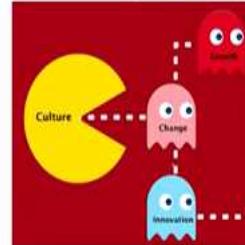
## Lack of Organizational Fit

Determining an organization's culture may not be straightforward, however, because the underlying beliefs, norms, stories, and values are often unwritten.

Those who do not fit run the risk of being seen as incompetent and may find that working elsewhere can help them be seen as competent managers.

**"Culture eats strategy for breakfast."**

- Peter Drucker



Source: <https://www.torbenriek.eu/blog/culture/organisational-culture-eats-strategy-for-breakfast-lunch-and-dinner/>

Swayam

Rather than that, those who do not fit run the risk of being seen as incompetent and may find that working elsewhere can help them be seen as the competent managers are there. So, therefore, in that case, it is also possible that it is the same person. He may be more successful in another organization because that organization's culture fit, but he may not be successful in the ex-organization.

So, culture is the strategy for breakfast is there. So, therefore, it becomes essential to know what type of these strategies are there and how this culture is. Creating the person's fit is there. Now, here it has been given a fascinating picture of how the culture has been given. Culture is with the change. What are the changes occurring? Innovations organization is adopting.

Execution is the way the organization executes. The performance, how it is performing, and what is the growth. So, based on these five dimensions, the culture will be decided.

**(Refer Slide Time: 18:56)**

## Lack of Situational and Self-Awareness

Competent managers must accurately read the situational and follower factors affecting their teams and remain vigilant for changes. Competent managers not only have high levels of situational awareness—they also have high levels of self-awareness.

Individuals who are keenly aware of their own strengths and shortcomings often find ways to either manage or staff around their personal knowledge and skill gaps. In contrast, cheerleaders, figureheads, and taskmasters have major situational and self-awareness blind spots.

They either are unaware of or discount the impact of key situational or follower events and overestimate their ability to build teams and get results



Competent managers must accurately read the situational and follower factors affecting their teams and remain vigilant for changes. Competitive managers have a high level of situational awareness, but they also have high levels of self-awareness. So, therefore individuals are keenly aware of their strengths and shortcomings. Always if you know yourself, this is very, very important.

When you know yourself, then only in that case your competency when you know your competencies, high levels of self-awareness will be there. Individuals keenly aware of their strengths and shortcomings often find ways to manage your staff around their knowledge and skill gaps. In contrast, cheerleaders, figureheads and taskmasters can have major situational and self-awareness blind spots.

So, here is an exciting point is there that is the whether they can manage your knowledge and skill and whatever the gaps are there? Are you able to bridge those gaps? If you can bridge those gaps, then you will be more successful. They are either unaware of the impact of important, situational or follower events. They are not aware and overestimate the ability to build teams and get results.

So, sometimes when the individual does not know the reality. So, he is discounting the impact of the key situational factors and their ability to build a team that will get the results.

**(Refer Slide Time: 20:30)**

## Lack of Situational and Self-Awareness

It is imperative that people wanting to be competent managers get regular feedback on their performance, ideally in the form of 360-degree feedback.

It is also imperative that people in positions of authority regularly ask team members for ideas on improving team performance and find ways to stay abreast of important situational and follower events.



source: [https://www.123rf.com/photo\\_29760397\\_a-man-is-looking-into-the-mirror-asking-himself-who-am-i-in-his-face-there-is-a-question-mark-to.html?vti=1com&q4keylzmfdy70-1-19](https://www.123rf.com/photo_29760397_a-man-is-looking-into-the-mirror-asking-himself-who-am-i-in-his-face-there-is-a-question-mark-to.html?vti=1com&q4keylzmfdy70-1-19)

A lack of situational and self-awareness is there. People who want to be competent managers get regular feedback on their performance, ideally 360-degree feedback. It is also imperative that the people in the positions of the authority regularly ask team members for ideas on improving team performance and find ways to stay abreast of important situational and follower events there and there from the basis of those suggestions.

Then, the person can determine whether he is the organizational fit, has a base of self-awareness, and can meet the situation.

(Refer Slide Time: 21:07)

## Lack of Intelligence or Skills

**Team-building know-how** can be defined as the degree to which a person knows the steps and processes needed to build high performing teams. People spend their careers working in groups but lack a fundamental understanding of what it takes to build cohesive, goal-oriented teams.

**Subject matter expertise** can be defined as the relevant knowledge or experience a person can leverage to solve a problem.

**Intelligence** can be defined as the ability to think clearly. Although research has shown that people in positions of authority are generally brighter than others, the intelligence of managers varies greatly.



Lack of intelligence or skills is there, which will also be their derailment. Team-building know-how can be defined as how a leader knows the steps and processes needed to build high

performing teams. So, in team building, the leader will know the steps and the processes. Moreover, most people spend their careers working in groups.

However, there is a fundamental understanding of what it takes to build cohesive goal-oriented teams. The subject matter experience can be defined as the relevant knowledge or the experience a person can leverage to solve a problem. Moreover, intelligence can be defined as the ability to think clearly. Although research has shown that it is about intelligence, people in a position of authority are generally brighter than others.

The intelligence of managers varies greatly. So, therefore, in that case, whether the person has that team building knowledge is a matter of expert expertise. Moreover, the knowledge experiences the person can leverage to solve a problem and the intelligence are there. That is whether the intelligence of a manager where is excellent.

**(Refer Slide Time: 22:21)**

### Poor Followership

The Curphy and Roellig Followership model states that followers vary on two dimensions, which are **critical thinking and engagement**.

**Self-starters** are followers who seek forgiveness rather than permission, offer solutions, and make things happen.

**Brown-nosers** work hard but are loyal sycophants who never challenge their bosses.

**Slackers** do all they can to get out of work.

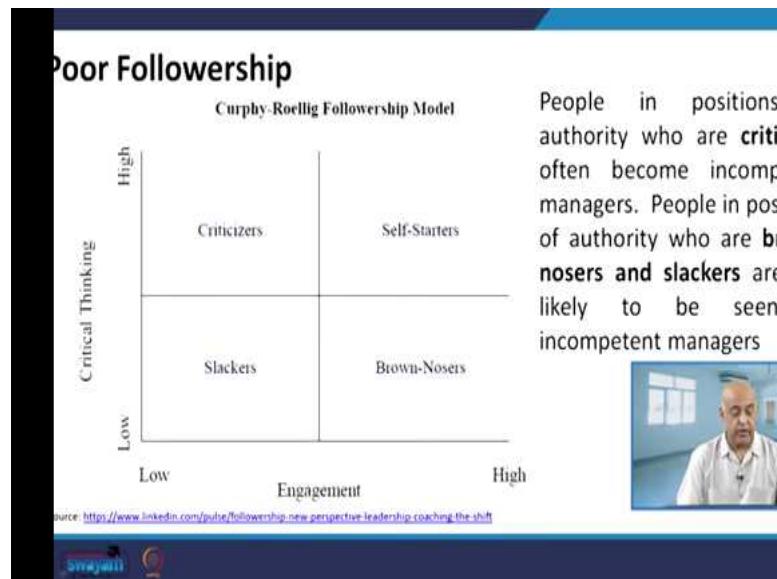
**Criticizers** believe their purpose in life is to point out all the things their bosses and organizations are doing wrong.



Poor followership is there. Curphy and Rolling's followership model, states that followers vary in their two dimensions, critical thinking and engagement. Self-starters are followers who seek forgiveness rather than permission, offer solutions and make things happen. Brown-nosers work hard but are loyal sycophants who never challenge their bosses.

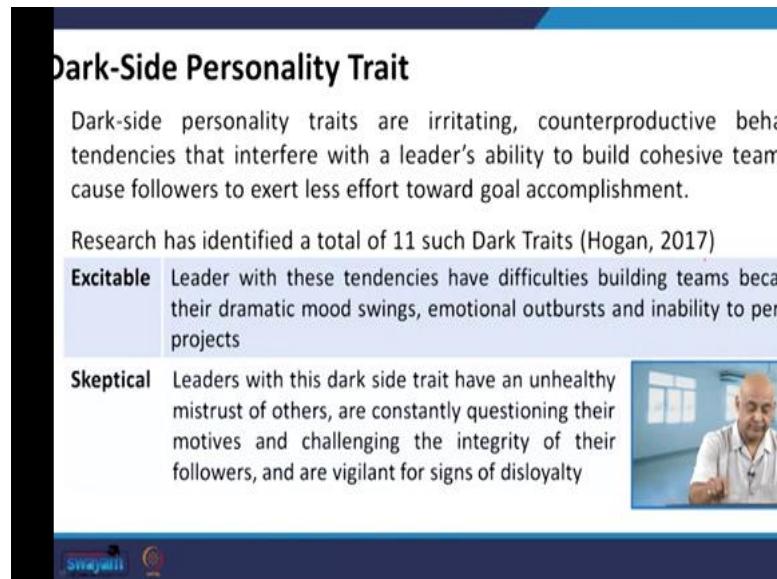
The slackers do all they can do to get out of work. Moreover, critics believe they are supervised in life is no point in pointing out all the things their bosses and organizations are doing wrong.

**(Refer Slide Time: 23:00)**



So, if critical thinking is low and engagement is low, they will be slackers. If the critical thinking is low, the brown noses are there, but the engagement is higher. Moreover, if critical thinking is high, but engagement is low, those are the critics. Moreover, critical thinking is high, and the engagement is also high; the self-starters are there.

(Refer to Slide Time: 23:30)



Now finally, we will come to the dark side of the personality trait. Dark, dark side personality traits are the irritating, counterproductive behaviour tendencies that interface with a leader's ability. So therefore, in that case, it is in what is the practice is irritating and the counterproductive behaviour. Moreover, with the leader's ability to build cohesive teams and cause followers to exert less effort towards the goal accomplishment, is there?

Research has identified that a total of 11 such dark sides are excitable. Difficulties building teams because of their dramatic mood swings, emotional outbursts and inability to persist on the projects. Sceptical leaders with a dark side trait have an unhealthy distrust of others. Always mistrust is there. Moreover, it is challenging what is in challenges the integrity of their followers and is vigilant for signs of disloyalty.

(Refer Slide Time: 24:27)

Dark-Side Personality Trait	
Cautious	Because these leaders are so fearful of making "dumb" mistakes, they alienate their staff by not making decisions or taking action on issues
Reserved	During times of stress these leaders become extremely withdrawn and uncommunicative and unconcerned about the welfare of their staff.
Leisurely	These passive-aggressive leaders will exert effort only in the pursuit of their own agenda and will procrastinate on or not follow through with requests that are not in line with their agendas
Bold	Because of their Narcissistic tendencies, these leaders often get quite a bit done. But their feelings of entitlement, inability to share credit for success, tendency to blame their mistakes on others, and inability to learn from experience often lead results in trials of bruised followers



Because these leaders are so fearful of making dumb mistakes, they alienate their staff by not making decisions or taking action on issues. Reserved, during times of stress, these leaders become highly withdrawn and are uncommunicative and unconcerned about the welfare of their staff. Leisurely and the passive-aggressive leaders will exert effort only to pursue their agenda.

Moreover, they will procrastinate honour not following through with requests that are not in line with their agendas. They are bold, those who have narcissistic tendencies. These leaders often get quite a bit done, but their feelings of entitlement, inability to share credit for success, tendency to blame their mistakes on others, and inability to learn from experience often results in the bruised followers' trials.

(Refer Slide Time: 25:24)

## Dark-Side Personality Trait

Mischievous	These leaders tend to be quite charming but take pleasure in seeing if they can get away with breaking commitments, rules, policies and laws
Colorful	These leaders have a need to be center of attention.
Imaginative	These leaders think in eccentric ways, often change their minds, and make strange or odd decisions
Diligent	Because of their perfectionist tendencies, these leaders frustrate and disempower their staff through poor prioritization and inability to delegate
Dutiful	These leaders deal with stress by showing ingratiating behaviour to superiors. They lack spines, are unwilling to refuse unrealistic requests, won't stand up for their staff, and burn them out as a result.



Then that is the mischievous tend to be quite charming but take pleasure in seeing if they can get away with the breaking commitments, rules, policies and loss. Colourful, these leaders need to be the centre of attention. Imaginative, these leaders think in strange ways, change their minds and make strange decisions. Diligent because of their perfectionist tendencies, these leaders frustrate and disempower their staff through the poor prioritization and inability to delegate.

Moreover, Dutiful deals with the stress by showing ingratiating behaviour to superiors. Their lack of spines is unwilling to refuse unrealistic requests, would not stand up for their staff, and burn them out.

(Refer Slide Time: 26:11)

## Research Paper



Journal of Management Development  
Vol. 25 No. 9, 2007  
pp. 857-873  
© Emerald Group Publishing Limited  
0262-1711  
DOI 10.1108/02621710710819348

Received May 2006  
Revised August 2006  
Accepted August 2006

## A study of managerial derailment characteristics and personal preferences

William A. Gentry  
*Center for Creative Leadership, Greensboro, North Carolina, USA*  
Scott P. Mondore  
*Maersk, Inc., Madison, New Jersey, USA, and*  
Brennan D. Cox  
*Department of Psychology, Auburn University, Auburn, Alabama, USA*

### purpose

This research has the purpose of examining whether personality preferences and type from the Myers-Briggs Type Indicator (MBTI) are related to managerial derailment



As usual, some readings are suggested. This research paper primarily focused on managerial derailment characteristics and personality preferences. The purpose of examining whether personality preferences and the type of the MBTI are related to the managerial derailment is there.

(Refer Slide Time: 26:37)

**Research Paper**

**Design/methodology/approach**

This study is within the context of field research, using 6,124 managers undergoing leadership development processes. Survey methodology was used to assess a manager's self-ratings of MBTI type and preference, and observer ratings (peer, boss, direct report) of managerial derailment characteristics.

**Findings**

Different MBTI preferences of managers are likely to display derailment characteristics as judged by observer perspectives. In an exploratory manner, the MBTI preferences and types are also examined in accordance with different managerial derailment clusters.



**Swayam** 

This study is within the context of field research. It is fascinating to know how MBTI affects the derailment of personality traits. The observer's perspective and exploratory manner judge these. The MBTI preferences and types are also examined according to the managerial derailment clusters.

(Refer Slide Time: 27:01)

**Research Paper**

**Research Limitations/implications**

The MBTI's conceptual foundation and psychometrics may be viewed as a limitation, and other personality theories like "The Big Five" could be used. Other limitations of the study also include the fact that managers going through the leadership development process may be different to managers in general. Managerial derailment characteristics do not necessarily mean actual managerial derailment.

**Practical implications**

Regardless of MBTI type or preference, managers can increase their chances of managerial derailment through examining job fit, increasing self-awareness, and through other mechanisms mentioned in the paper.



**Swayam** 

The MBTI's conceptual foundation and psychometrics may be viewed as a limitation in other personality theories, like "The Big Five" could be used. Furthermore, managers going

through a leadership development process may differ from managers in general. Moreover, derailment characteristics do not necessarily mean actual managerial derailment. This is also important. That is, sometimes, you might have derailment characteristics.

However, you may not have the managerial derailment; why? Because the organization fit. If you are, your traits fit with the organization, so there will be not many derailments in that organization. A beautiful limitation has been mentioned. Regardless of the MBTI type of reference, managers can decrease their chances of managing derailment by examining job fit, increasing self-awareness, and other mechanisms mentioned in the paper.

(Refer Slide Time: 27:57)

**Research Paper**

**Originality/value**

This study is unique, since MBTI preferences and types could signal whether managers display derailment characteristics to their co-workers. Additionally, this paper gives insight into how managers can prevent derailment, regardless of their MBTI type and preference, thereby having special value for managers and those who study managerial development.



MBTI preferences type could signal whether the managers display derailment characteristics to their co-workers. Moreover, this paper gives insight into how managers can prevent derailment, regardless of their MBTI type and preferences. Moreover, therefore and those who want to develop their managerial derailment. So, this study will be very much useful for them.

(Refer Slide Time: 28:22)

## **Case Study : Ready Food Company**

eady Foods is a regional packaged food company that makes and sells products in supermarkets.

he company's most popular brands have traditionally been nonperishable that are easy to prepare, often with little regard for nutritional value.

or the last 20 years, these brands have made the company highly profitable employees have become accustomed to big paychecks and generous benefits including three week annual paid holiday, a well-funded retirement program college tuition reimbursement for children of employees.

owever, in recent years, company sales and profits have declined because consumer preferences have shifted to favor fresher, healthier foods not currently provided by the company.

(Yuki and Garden, 2020)



## **Case Study (Cont.)**

Bruce Berry has been the CEO of the company for five years, and the shift in customer preferences to healthier options has been his major management problem. Over the past few years Bruce has made incremental changes to the company's products, but none of these changes have reduced the decline in sales and profits. He knew that for the company to survive, it would be necessary in the coming year to make more significant changes in the company's product marketing strategy.

fter considerable marketing research, Bruce determined that the company needed to expand its offerings and invest in a program to develop and offer fresh, organic foods to support the healthier lifestyle of many potential customers.

(Yuki and Garden, 2020)



**(Refer Slide Time: 28:24)**

**(Refer Slide Time: 28:24)**

### **Case Study (Cont.)**

however, this program would require funds that would not be available as company's profits continued to decline. Bruce did not like the idea of employee layoffs as a means of securing the necessary funds, and he decided instead to come up with some employee benefits that seemed excessive and unnecessary for his type of company.

He assumed that most employees would be willing to lose these benefits in exchange for the company to pay for the new fresh foods program without having to lay off any employees.

However, he did not try to explain the need for his decision or seek the suggestions and support of his employees.



(Yuki and Garden, 2020)

 Swayam

**(Refer Slide Time: 28:25)**

### **Case Study (Cont.)**

When the changes were announced, many employees were very upset that benefits were being cut. Most employees believed the fresh foods program was unnecessary.

They saw it as an overreaction to a temporary change in customer preferences and they believed company sales and profits would recover to the levels achieved over many years without such a program.

Many employees believed the cut in benefits was excessive and felt like the company did not value their years of service.

This resentment caused some employees to seek employment elsewhere, and others found ways to delay the development and implementation of the fresh foods program.

(Yuki and Garden, 2020)



 Swayam

**(Refer Slide Time: 28:26)**

## Case Study (Cont.)

It took months to find qualified replacements for the employees who left and it was difficult to regain employee trust. Meanwhile, the lack of healthier options continued to negatively impact company performance.

### Questions

- (1) Why did Bruce fail to successfully implement the changes?
- (2) If Bruce was an incompetent manager, what do you think were the underlying root causes of his incompetence?
- (3) Which Dark Personality Traits Does Bruce had?



(Refer to Slide Time: 28:28)

## Book Recommendation

**The Incompetent Manager :**  
The causes, consequences and cures of managerial derailment

Authors: Adrian Furnham  
Publisher: Wiley;  
(September, 2003)  
Language: English  
Paperback: 288 Pages  
ISBN-10: 1861563701



Source: <https://www.amazon.in/Incompetent-Manager-Adrian-Furnham/dp/1861563701>

As usual, this is the case study to which you can refer and answer the questions is an assignment, and this is the book Incompetent Manager and cures of managerial derailment.

(Refer Slide Time: 28:37)

**Book Recommendation**

This Book investigates normal and abnormal incompetence. The former is where people have a poor fit between themselves (personality and ability) and the job.

The book looks also at personality disorders. Well-known psychiatric disorders are described in detail and how to spot these in managers. Thus, the paranoid or sociopathic, narcissistic or passive-aggressive types are described in everyday language as well as how to deal with them.

The final section of the book attempts to help the reader correctly diagnose incompetence. It also offers various possible cures: the emphasis is that cure follows correct diagnoses.

Source: <https://www.amazon.in/Incompetent-Manager-Adrian-Furnham/dp/1861563701>




(Refer Slide Time: 28:38)

## References

1. Hogan, R. (2017). Personality and the fate of organizations. In *Personality and the Fate of Organizations*. <https://doi.org/10.4324/978131508990>
2. Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (2015). *Leadership: Enhancing the Lessons of Experience* (8th Edition). McGraw Hill.
3. Kellerman, B. (2004). *Bad leadership: What it is, how it happens, what matters*. Harvard Business Press.
4. Northouse, P. G. (2019). *Leadership Theory and Practice Eighth Edition* (8th ed.). Sage Publications, Inc.
5. Yukl, G. A., & Gardner, W. L. (2020). *Leadership In Organizations* (9th ed.). Pearson Education Inc.



So, this book you can refer to based on this. This is all about the suggested ratings. So, I am sure that is with this particular session. You must have understood that managerial derailment causes the particular individual in the organization. However, the most critical point is to encourage those who do not have those MBTI personality traits of the derail to be successful in that as an individual.

As I mentioned, they can be successful managers because of the organizational fit. So, therefore, if you have certain managerial derailment traits, please identify and try to get them on track. So, there is no development and develop yourself. Thank you.

**Leadership and Team Effectiveness**  
**Prof. Santosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology – Roorkee**

**Lecture – 28**  
**Negotiation and Leadership**

Today, we are discussing a fascinating topic. That is how negotiation and leadership are essential. Now, you see, in most leadership positions, so, you have to negotiate. Moreover, negotiation may be with the internal stakeholders or external stakeholders; therefore, in that case, this is becoming the essential function of the leader.

Moreover, the leader has to see that the negotiation is done so that it is a win-win situation. So, we will talk about the negotiation process.

**(Refer Slide Time: 00:58)**



**CONTENTS**

- Negotiation
- Negotiation Process
  - Plan
  - Negotiations
  - Postponement
  - Agreement / No Agreement
- Negotiation Styles
- Negotiation Tips for Leaders
- Research paper
- Case study
- Book recommendation
- References

Image Source: <https://www.shapironegotiations.com/strategic-negotiations-essential-skills-and-knowledge/>

That is a plan, negotiations, postponement, agreement or no agreement. Negotiation styles, negotiation tips for the leaders, research papers, case studies, book recommendations and references are there. So, in that case, we will understand the role of a negotiator or a leader.

**(Refer Slide Time: 01:26)**

## Negotiation

- “Negotiating is a process in which two or more parties have something the other wants and attempt to come to an agreement”.
- We negotiate to secure a more favorable outcome, so negotiating is an essential career skill, because good negotiators get more favorable outcomes, such as more pay.
- Negotiation is a fact of life. People negotiate daily, often without considering it a negotiation.



Image Source: <https://pmtips.net/article/the-art-of-negotiation-in-project-management>

So, first is the negotiation. So, however, something the other wants and attempts to agree to. Moreover, therefore, there are two or more parties in that case. Can there be a single person who can have the negotiation? Yes, there can be the that is called intrapersonal role. Moreover, whenever there is an intrapersonal role, there can be the negotiations also, and, in the intrapersonal role, for example, the role of a son as a role of a son and as a role of a husband.

So, if a person has to negotiate these two roles, we will say that it is an intrapersonal negotiation. There will be interpersonal negotiation also. So, that is a negotiation between the two roles. Two or more parties are there in the interpersonal negotiation. So, it is always the process, these some, one role that wants and attempts to agree. So, one role wants to negotiate with another role.

Moreover, there has to be an agreement is required. Ultimately, the negotiation has to end in an agreement. We negotiate to secure a more favourable outcome. So therefore, in that case, everybody wants to gain more. Thus, negotiating is an essential carrier skill. Moreover, I would like to share that our alumni have passed out the MBA and joined the organizations.

Whenever they meet, they always share that this negotiation is an important topic because as soon as we join the organization, they give us the presentations to the clients the proposals. And then, the clients have to reach an agreement, which is our responsibility. So, in that case, good negotiators get more favourable outcomes such as more pay.

So, who are the excellent negotiators? So, they are winning. So, that particular skill of their negotiation is creating more opportunities for career growth. Negotiation is a fact of life. People negotiate daily, often without considering it a negotiation. So, we that is the, our in routine life also we are having these type of the practices. Moreover, in that case, always talk about whether it is the to go or not to go, to do or not to do, to take the risk, or not to take the risk.

So, whenever we are into a dilemma, whenever there is a dilemma, there are two issues are there. And then, we have to negotiate with one. Moreover, that is why, so, that is, we are not knowing theoretically that we are negotiating ourselves, as I have given the example of the intrapersonal role. So, every day, we are negotiating, either interpersonally or interpersonally.

**(Refer Slide Time: 04:45)**

### **Negotiation (Cont.)**

- Negotiation occurs in organizations, including businesses, non-profits, and within and between governments as well as in sales and legal proceedings, and in personal situations such as marriage, divorce, parenting, etc.
- Professional negotiators are often specialized, such as union negotiator, leverage buyout negotiator, peace negotiator.
- Any method of negotiation may be judged by 3 criteria
  - Should produce wise agreement (if it is possible)
  - Should be efficient
  - Should improve or at least not damage the relationship between the parties



Negotiation occurs in organizations, including businesses, non-profits, within and between governments, sales and legal proceedings, and personal situations such as marriage, divorce, parenting, etc. Professional negotiators are often specialized: union negotiator, leveraged buyout, and peace negotiator. So, therefore, these professional negotiations are also known and have a high scope.

Moreover, as a result, the scope of this negotiation and negotiator is becoming more demanding nowadays. Three criteria may judge any method of negotiation. Should produce the wise agreement if possible, and yes, it is written if because every negotiation may not reach an agreement, you know. So, negotiation fails also. Nevertheless, the purpose of the objective is to reach an agreement.

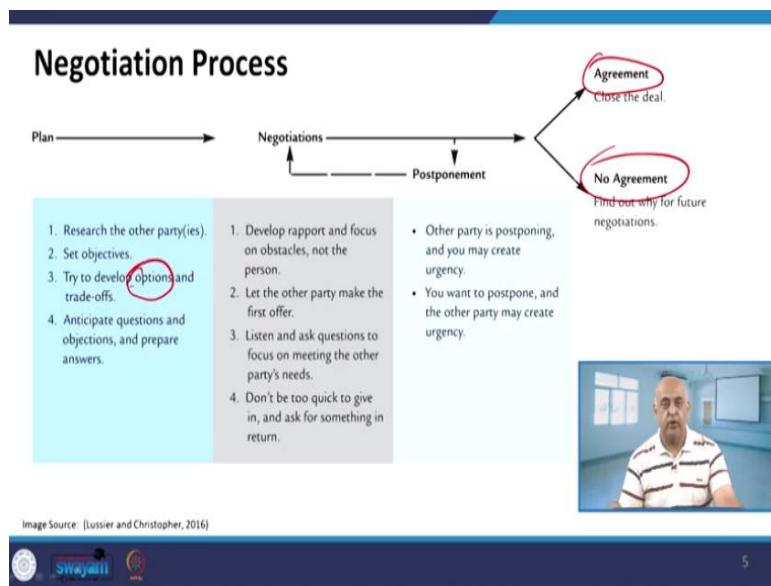
It should be efficient, so, that is the, you can count on it. Moreover, it should improve or not damage the relationship between the parties. This is another critical point is there. I remember when I was the HR Executive, first in the Hukumchand Mill, then Shriram Group and then JK Files. So, then, I have realized it is whenever you are negotiating to know, so, ultimately, what happens during the negotiation? There will be conflicts.

However, that negotiation has to reach an end. So, an agreement will be there. Sometimes, it is more stretchable. Sometimes, it is less. So, but, one day, that has to be there. However, whatever type of these experiences you are having during negotiation, positive or negative. Nevertheless, that will end. Furthermore, after that, the routine life starts. When routine life starts, again, you are with your people. So, we have to ensure that these are the people in that case.

These are the employees we have to work with again, maybe today or tomorrow. As soon as the negotiation is over, we only have to work with these people. So, we should not spoil the relationship or damage the relationship with the parties. Because we will be working in the organization, they will be a part of our organization. We are also part of our organization.

Moreover, team effectiveness will be there whenever we have this relationship with the parties. Moreover, we do not damage the relationship with the parties is there.

**(Refer Slide Time: 07:43)**



So, there will be a negotiation process. So, we will have the plan: research, the other party. Moreover therefore, in that case, first, we should know about the other party's details. Then, the set objectives, what are the different objectives are there? How will we proceed with this negotiation? Try to develop the options and tradeoffs. This is the beauty of the, and I will say this, the soul of the negotiation process.

That is the, how much you can make the options and the tradeoffs? An effective negotiator will be able to create the full options, and getting the best tradeoff will be there. Moreover, anticipate the questions and objections, and prepare the answers. So, naturally, whatever these queries will be there by the other party, what will be the objections by the other parties and how the answers will be prepared.

So, therefore, in that case, you will find that whenever we are planning for the negotiation, we have to do the research. We have to set the objectives. We have to create the options as much as possible. If we develop the questions, what will be, anticipating the questions? What will be the questions?

Furthermore, what will be the issues of conflict? Alternatively, here, it is mentioned the objections. Moreover, accordingly, we prepare ourselves.

So, if our homework and preparation are satisfactory, there will be no problems. Develop rapport and focus on obstacles, not the person. Moreover, now, what happens? Whenever there is a negotiation, we focus on the person. So, that is very wrong. So, what is required? So, we have to develop a rapport. Moreover, the, actually, the task which we are doing the issues which are into the negotiation we have to focus on that.

A simple example I would like to give you. When we are going to buy a particular item, suppose the T-shirts you want to buy. You enter the shop, and then you ask for a particular T-shirt. Moreover, the person's behaviour is reluctant to show. So, what mood you will make? You will make the mood that is, no, I will not buy from here because his behaviour is improper. Shopkeepers' behaviour is salesman's behaviour is not proper.

So, you spoiled the mood. And then, you do not want to buy. However, when you see the T-shirts, you see the price, you see the quality, and then you think that is the, you know this is the reason, and I should buy. People are often more egoistic because they have made up their

minds based on the salesperson's behaviour that they will not buy anything from here. Thus, I will finish the formality and go away.

However, when the object is worth buying, the person is not buying that particular object. So, then, in that case, the person is focusing on the person rather than the object. So, therefore, what is essential is that one should not focus not the person and otherwise also so if the person's behaviour is very positive. Now, I take another example, if the person's behaviour is very positive.

And then, you find that the price he is asking is too high. However, because that person's behaviour is positive, we should not accept that particular object if that object is not acceptable. However, you are the regular buyer of that particular shop, and that is why if you are buying that even though you know that it is not worth then the negotiation is not done correctly. Let the other party make the first offer.

So, do not disclose your offer. Let the party make the first offer. Listen and ask questions to focus on meeting the other party's needs. So, therefore, in that case, we have to listen to what the other party is saying. Let him talk. Let him come forward and then ask the questions to focus on the other party's needs and the need of that particular person or the party. Do not be too quick to give in and ask for something in return.

So, therefore, in that case, that is, the, not necessarily, that is the offer made any immediately you are saying yes. It is too quick. So, do not be too quick and ask for something in return. Moreover, therefore, in that case, it is not that you are negotiating without asking something. You ask for; in return, something is there. Moreover, this is the era of the written gift itself. So, therefore, that is also that is the, asking for something in return.

The other party is postponing, and you may create urgency. So, you want to postpone, and the other party may create urgency. So, that type of postponement may be, and the situation may be there. That is, the other party is postponing. And then, you show that there is an urgency, or you want to postpone, and the other party may create the urgency is there. So, negotiation can be the postponement may be there.

Then, when we come over this particular situation, there will be an agreement to close the deal. Alternatively, there will be no agreement. Find out why, for the future, negotiations are there. So therefore, here, this agreement and no agreement that we have to understand, that is the, in the clear case, after going through this particular work process, there will be the agreement, or there will be no agreement. That will be decided. It is what will be the future line of action will be there.

(Refer Slide Time: 14:15)

## Negotiation Process - Plan

The key to any negotiation is preparation, so develop a plan. Know what's negotiable and what's not.

**Step 1. Research the other party(ies).** Put yourself in the other party's shoes. Try to find out what the other parties want, and what they will and will not be willing to give up, before you negotiate. Find out their personality traits and negotiation style by networking with people who have negotiated with the other party before.

**Step 2. Set objectives.** Follow steps a, b, and c:

- a) Set a specific lower limit and be willing to walk away
- b) Set a target objective of what you believe is a fair deal.
- c) Set an opening objective offer that is higher than you expect



So, in planning, we have to do the best planning. To develop a plan, you know, what is the negotiable? Moreover, what is not? Research, the other party. Put yourself in the other party's shoes. Try to find out what other parties want, so your practical experience will pay you here. So, you are in the experience you know that if I were in the other party's place, what would be my demand? Furthermore, when I am happy?

Moreover, what they will and will not be willing to give up and where you will not accept the proposal. Furthermore, what you will not accept? Before you negotiate, discover their personality traits and negotiation style by networking with people who have negotiated with the other party before. So, you have the full information whenever you have the complete information about the person's personality and then the negotiation style. That is how they proceed.

What do they want? How do they negotiate? Once you are clear, then, in that case, you will be having that negotiated with the other party who has negotiated with the other party. What was their demand? How was the negotiation completed? Are there any obstacles, and

negotiation was not completed? Then, why negotiation was not completed? So, all this research has to be done.

Then, the set objectives; follow steps a, b and c. Set a specific lower limit and be willing to walk away. So therefore, in that case, make the minimum offer and go away. Set a target objective of what you believe is a fair deal. Moreover, therefore, in that case, whatever the belief is there, that is the much I will be accepting. So, that will be a fair deal. Furthermore, the particular opening objective offered is higher than you expect. So, whatever you are expecting.

So, then, in that case, there will be the offers. Because, what is done? You have started with the lowest limit. So, another person will be started with the highest limit is there, which is natural.

(Refer Slide Time: 16:20)

### Negotiation Process - Plan

**Step 3. Try to develop options and trade-offs.** If you have other offers, it is common practice to quote other offers and to ask if the other party can beat them. If you have to give up something, or cannot get exactly what you want, be prepared to ask for something else in return.



**Step 4. Anticipate questions and objections, and prepare answers.** You need to be prepared to answer the unasked question "What's in it for me?" Don't focus on what you want but on how your deal will benefit the other party.



Image Source: <https://atlanticlifequote.com/frequently-asked-questions/>

In Step 3, try to develop the options and tradeoffs. It is common to quote other offers and ask if the other party can beat them if you have other offers. So, naturally, you would like to say who is who can give the best. If you have to give up something or cannot get precisely what you want, be prepared to ask for something else. So, suppose, in negotiation, if you cannot get the a, you can opt for that is okay I will get the b.

Nevertheless, in return, what I will get? Is it the, also the c will be there helping. So, that is the additional negotiation will be there. Anticipate questions and objections, and then prepare answers. So, whenever you have prepared, the preparation is there for your negotiation. What

is in for me? Do not focus on what you want but on how your deal will benefit the other party.

So, it is not like that is the, you are focusing towards self rather than in negotiation you will focus on the other.

(Refer to Slide Time: 17:21)

## Negotiation Process - Negotiations

After we have planned, we are now ready to negotiate the deal. Face-to-face negotiations are generally preferred because you can see the other person's nonverbal behavior and better understand objections.

**Step 1. Develop rapport and focus on obstacles, not the person** The first thing we sell in any negotiation is ourselves. The other party needs to trust us. Smile and call the other party by name as you greet them. Deciding on how much time to wait until you get down to business depends on the other party's style.

**Step 2. Let the other party make the first offer.** This usually gives you the advantage, because if the other party offers you more than your target objective, you can close the agreement.



Then, what will others gain? That is to be convinced by the other person. Then, the negotiation process starts. After we have planned, we are now ready to negotiate the deal. Face to face negotiations is generally preferred because you can see the other person's nonverbal behaviour and better understand the objections. Moreover, therefore, this is fascinating nonverbal behaviour, the body language.

So, intelligent negotiators also observe body language. Furthermore, in that case, they also talk about nonverbal behaviour. They observe, for example, hand movements. And then, in hand movements whether the person is in a hurry or not in a hurry that you there some people they judge. Moreover, therefore, based on this nonverbal behaviour, you can also better understand the person's demands.

Moreover, better understand the objections of the person. That is why the person will be having these objections. Develop the rapport and focus on obstacles, not the person. That I mentioned, that is the need to trust us. Smile and call the other party by name as you greet them. Furthermore, deciding how much time to wait until you get down to business depends on the other party's style. Let the other party make the first offer.

This usually gives you the advantage because you can also close the agreement if the other party offers you more than your target objectives. So, therefore, you will be able to understand the actual situation.

**(Refer Slide Time: 18:48)**

## Negotiation Process - Negotiations

**Step 3. Listen and ask questions to focus on meeting the other party's needs.**

Create an opportunity for the other party to disclose reservations and objections.

When you speak, you give out information, but when you ask questions and listen, you receive information that will help you overcome the other party's objections.

**Step 4. Don't be too quick to give in, and ask for something in return.** Those who ask for more get more. Be persistent, don't just give up. If our competitive advantage is service, and during negotiation we quickly give in for a lower price, we lose all the value in a minute. We want to satisfy the other party without giving up too much during the negotiation. Remember not to go below your minimum objective. If it is realistic, be prepared to walk away.



Listen and ask questions to focus on meeting the other party's needs. Create an opportunity for the other party to disclose the reservations and objections. When you speak, you give out information. Nevertheless, when you ask questions and listen, you receive information that will help you overcome the other party's objection is there. Moreover, therefore, in that case, you will be able to receive the information you want from the other party's objections.

Do not be too quick to give in and ask for something in return. So, those who ask for more get more. Be persistent, do not just give up. So therefore, sometimes, what we offer and the person is not ready, so they close the negotiation. Do not make haste in closing the negotiation. If our competitive advantage is service, and during negotiation, we quickly give in for a lower price, we lose all the value in a minute.

We want to satisfy the other party without giving up too much during the negotiation. Remember not to go below your minimum objective. If it is realistic, be prepared and walk away. So therefore, in that case, we will have that particular situation where we either can go for negotiation or walk away from the negotiation.

**(Refer to Slide Time: 19:56)**

## Negotiation Process - Postponement

Take your time. When there doesn't seem to be any progress, it may be wise to postpone the negotiations.

**The Other Party Is Postponing, and You May Create Urgency** The other party says, "I'll get back to you." When we are not getting what we want, we may try to create urgency. For example, "I have another job offer pending; when will you let me know if you want to offer me the job?"

But what if urgency does not apply—or does not work—and the other party says, "I'll think about it?" You might say, "That's a good idea." Then at least review the major features the other party liked about our proposed deal and ask if it meets their needs.



Take your time. When there seems to be no progress, it may be wise to postpone the negotiations. The other party is postponing, and you must create urgency. So, I will get back to you when we are not getting what we want, and we may try to create urgency. I have another job offer pending; when will you let me know if you want to offer me the job? Nevertheless, if urgency does not apply or does not work, and the other party says, I will think about it.

You might say that is a good idea. Then, at least review the significant features the other party liked about our proposal deal and ask if it meets their needs.

**(Refer Slide Time: 20:39)**

## Negotiation Process - Postponement

**You Want to Postpone, and the Other Party May Create Urgency** Don't be hurried by others, and don't hurry yourself. If we are not satisfied with the deal, or want to shop around, tell the other party you want to think about it.

You may also need to check with your manager or someone else, which simply may be for advice, before you can finalize the deal. If the other party is creating urgency, be sure it really is urgent.

In many cases, we can get the same deal at a later date; don't be pressured into making a deal you are not satisfied with or may regret later. If we do want to postpone, give the other party a specific time that we will get back to them



The second situation is that you want to postpone, and the other party may create urgency. So, do not be hurried by others. Furthermore, do not hurry. Tell the other party you want to

think about it if you are unsatisfied with the deal or want to shop around. You may also need to check with your manager or someone else simply for advice before finalizing the deal. If the other party is creating urgency, be sure it is urgent.

In many cases, we can get the same deal later. Furthermore, therefore, do not be pressured to make a deal you are not satisfied with. So, do not make haste. Furthermore, therefore, before finalizing the deal, it is always see that is the, what is urgent and what can be done. Do not regret it. So therefore, if you are making any deal in the urgency, you may regret it later.

If we do not want to postpone, give the other parties a specific time to get back to them. So, therefore, in that case, if you cannot wait and you are having already the demand for your product, then you can say that is okay. Either you decide by this particular date; otherwise, say bye.

(Refer Slide Time: 21:48)

### Negotiation Process – Agreement / No Agreement

**Agreement** Once the agreement has been made, restate it and/or put it in writing when appropriate. It is common to follow up an agreement with a letter of thanks, restating the agreement to ensure the other parties have not changed their mind about what they agreed to.

**No Agreement** Our goal is to come to an agreement, but rejection, refusal, and failure happen to us all, even the superstars. The difference between the also-rans and the superstars lies in how they respond to the failure.

The successful people keep trying, learn from their mistakes, and continue to work hard; failures usually don't persevere. When there is no agreement, analyze the situation and try to determine what went wrong to improve in the future.



In the situation when there is an agreement or no agreement. Once the agreement has been made, restate it and put it in writing when appropriate. It is common to follow up an agreement with a letter of thanks, restating the agreement to ensure the other parties have not changed their minds about what they agreed to. So, you are reminded—actually, thanks for the following agreement.

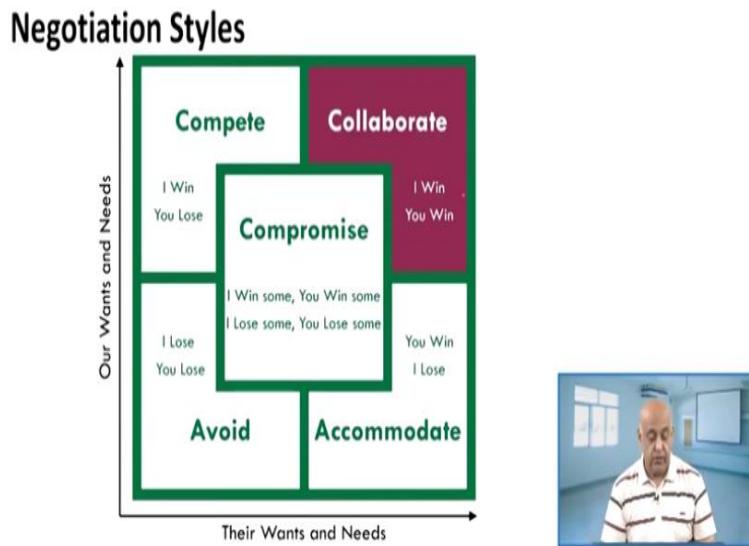
So therefore, in that agreement, they should not be confused. Many times, what happens? After some break, when you are going for the agreement, the people say no no that time it

was decided not this decided. So, therefore, it is always better to have a copy of that. Furthermore, if you do not have the copy, please keep in mind what they have agreed to.

No agreement; our goal is to agree. Nevertheless, rejection, refusal or failure happen to us all, even the superstars. The difference between the also-rans and the superstars lies in how they respond to the failure. Successful people keep trying. Learn from their mistakes and continue to work hard. Failures usually do not persevere. When there is no agreement, analyze the situation.

Try to determine what went wrong to improve in the future? So therefore, in that case, this time, we could not negotiate, but we would like to negotiate in the future.

**(Refer Slide Time: 23:04)**



So, this is a beautiful figure which will make (( ))(23:10) easy to understand. Their wants and needs and our wants and needs are there. So, I lose, you lose. So, avoid is there. You win; I lose. So, accommodate is there. So, I win, you lose. Compete is there. I win, you win. Collaborate is there. Moreover, when they win some, you win some, I lose some, you lose some. So, compromise is there.

So, avoid; accommodation, competition, collaboration and compromise that can be used in the negotiation styles.

**(Refer Slide Time: 23:43)**

## Negotiation Styles (Cont.)

- **Avoidance (I Lose – You Lose)**

It involves indifference to the concerns of both parties. It reflects a withdrawal from or neglect of any party's interests.

This style is most often referred to as "passive aggressive". We habitually use this style when we really dislike conflict. Rather than talk directly to others about the issue, we may instead try to take revenge without others knowing.

The avoid style can be a typical reaction to high compete negotiations.

**When to use:** When the value of investing time to resolve the conflict outweighs the benefit, or if the issue under negotiation is trivial to both parties.



It reflects a withdrawal from or neglect of any party's interests. So therefore, both parties are in the mode of losing. So, most often referred to as passive-aggressiveness, we habitually use this style when we dislike conflict. Rather than talk directly to others about the issues, we may try to take revenge without others knowing it is there. Avoid style can be a typical reaction to high competition negotiations.

When to use, when the value of investing time to resolve the conflict outweighs the benefit, or if the issue under negotiation is trivial to both the parties is there. And then, in that case, there will be the negotiation style will be there.

**(Refer Slide Time: 24:22)**

## Negotiation Styles (Cont.)

- **Competition(I Win – You Lose)**

It reflects a desire to achieve one's own ends at the expense of someone else. This is domination, also known as a win-lose orientation.

Competitive style negotiations tend to pursue our own needs. This is true even when the result is that others may suffer. These negotiations tend to be narrowly focused on short-term gains. This kind of negotiation often uses whatever power and tactics we have, including personality, position, economic threats, brand strength or size, and market share.

**When to use:** When we need to act or get results quickly.

This negotiation style can be useful when we buy or sell something as a one-off.



It reflects a desire to achieve one's ends at someone else's expense. Moreover, this is the competition is there. Moreover, I win. You lose. This approach is there. So, win-lose orientation is there. Competitive style negotiations tend to pursue our own needs.

Moreover, this is in truth even when the result is that others may suffer. So therefore, in that case, I am not bothered about others. I am concerned with my achievement of the goal. So, I win.

This kind of negotiation often uses whatever power and tactics we have, including the personality, position, economic status, brand strength or size and market share. Then, definitely, in that case, because the, I am on the upper hand side, so, therefore, in that case, I will because of my personality or my position or my economic threats economic strength and others economic threats are there.

So therefore, in that case, I win, and your lose attitude may be there. When we need to act or get results quickly, this negotiation style can be helpful when we buy or sell something as a one-off is there.

**(Refer Slide Time: 25:31)**

## Negotiation Styles

- **Accommodation (I Lose – You Win)**

It reflects a mirror image of competition—entirely giving in to someone else's concerns without making any effort to achieve one's own ends. This is a tactic of appeasement.

For accommodating style negotiations, the relationship is everything. Accommodating profiles win people over and give people what they want.

**When to use:** When we or our company are at fault, repairing the relationship is critical. We can also take this approach when we have nothing else that would benefit the other side, i.e. a gift to rebuild bridges.



The third one is that I lose; you win. Very interesting, it reflects a mirror image of the competition. It is entirely giving into someone else concerns without making any effort to achieve one's ends. Moreover, this tactic of appeasement is there. For accommodating style negotiations, the relationship is everything. Accommodating profiles win people over and give people what they want. When to use them, I lose; you win?

When we, our company, are at fault, repairing the relationship is critical. We can also take this approach when we have nothing else that would have benefited the other party. It is a gift to rebuild bridges that are there. So, in that case, we can use this negotiation style in this situation.

**(Refer Slide Time: 26:13)**

## Negotiation Styles

- **Compromise (Sharing) (I Lose / Win Some – You Lose / Win Some)**

It is an approach that represents a compromise between domination and appeasement. Both parties give up something, yet both parties get something. Both parties are moderately, but incompletely, satisfied.

Compromising often involves one or both settling for less than we want or need. This can result in an end position of roughly halfway between both sides' opening positions.

**When to use:** When we are pushed for time and we are dealing with someone who we trust. It also needs to be clear that it would not be in the other side's interest for them to "win" a cheap victory. Both sides win and lose. Make sure we win the right things and lose the right things.



I lose and win some, and you lose and win some. So, it is an approach that represents a compromise between the domination and the appeasement is there. Both parties give up something. It, both parties get something. Moreover, both parties are moderately but incompletely satisfied. So therefore, in that case, compromise often involves one or both settings for less than we want to need.

This can result in an end position roughly halfway between both sides opening the positions there. Moreover, when with this approach be used? When we are pushed for time and dealing with someone, we trust. It also needs to be clear that it would not be in the other side's interest for them to win a cheap victory. Both sides win and lose. Make sure we win the right things and lose the right things are there.

**(Refer Slide Time: 27:08)**

## Negotiation Styles

- **Collaboration (I Win – You Win)**

It reflects an effort to fully satisfy both parties. This is a problem-solving approach that requires the integration of each party's concerns.

We often confuse Win/Win or collaboration, with compromise. However, these two styles are distinct from each other. Win/Win is about making sure both sides have needs or goals met while creating as much mutual value as time and resources allow.

**When to use:** Under most circumstances. Collaboration and partnership are the primary styles we should use for most goals in business-to-business negotiations.



Moreover, finally, I win, you win. It reflects an effort to satisfy both parties fully. This is a strategy which is the more sustainable strategy is there. This is a problem-solving approach that requires the integration of each party's concerns. We often confuse win-win or collaboration with compromise. However, these two styles are distinct from each other. Win-win is about ensuring both sides have needs or goals met while creating as much mutual value as time and resources.

When to use it? Collaboration and partnerships are the primary styles we should use for the most goals in business to business negotiations.

**(Refer Slide Time: 27:49)**

## Negotiation Tips for Leaders

(Fisher, Uri & Patton, 2011) offer the following tips for negotiating for leaders

- **Prepare Well for the Negotiation**

To successfully resolve conflicts, leaders may need to spend considerable time in preparation for the negotiation. Leaders should anticipate each side's key concerns and issues, attitudes, possible negotiating strategies, and goals.

- **Separate the People from the Problem**

Negotiations involve substantive issues and relationships between negotiators, it is easy for these parts to become entangled. When that happens, leader may inadvertently treat the followers and the problem as though they were the same. Leaders can do several things to separate the people from the problem.



So, they are, there are specific tips for leaders. Prepare well for the negotiation. That is your plan. So, resolve the conflict. A leader may need to spend considerable time in preparation for the negotiation.

Furthermore, the leaders should anticipate each side's key concerns, both sides. Do you know what their expectation is? What would they be like to gain? What will they be ready to lose? Attitudes, possible negotiation strategies, and goals are there.

Separate the people from the problem. Invariably that is to be done. Negotiations involve substantive issues and relationships between the negotiators. So, it is easy for these parts to become entangled. When that happens, leaders may inadvertently treat the followers and the problems as though they were the same, which is not to be ((28:36)). Separate the leader people from the problems are there. Leaders can do several things to separate the people from the problem.

(Refer Slide Time: 28:43)

### Negotiation Tips for Leaders (Cont.)

- **Focus on Interests, Not Positions**

In negotiating, it is much more constructive to satisfy interests than to fight over positions. Furthermore, it is important to focus both on your follower's interests (not position) and on your own (leader's) interests (not position).

E.g. Say Ram has had the same reserved seats to the local symphony every season for several years, but he was just notified that he will no longer get his usual tickets. Feeling irritated, he goes to the ticket office to complain.

- One approach he could take would be to demand the same seats he has always had; this would be his position.
- A different approach would be to find alternative seats that are just as satisfactory as his old seats were; this would be his interest.



Focus on the interest and not the positions; more constructive to satisfy interest than to fight over the positions. Furthermore, it is essential to focus both on your follower's interests and your interest and not like this. That is, we are focusing only on self-interest. Say Ram is at the same reserved seats to the local symphony every season for several years. However, he was just notified that he would no longer get his regular tickets.

Feeling irritated, he goes to the ticket office to complain. He could take one approach to demand the same seats he has always had. This would be in his position. A different approach

would be to find alternative seats that are just as satisfactory as his old seats were. This would be his interest is there.

**(Refer to Slide Time: 29:30)**

### Negotiation Tips for Leaders (Cont.)

- **All Parties Should Believe They Got a Good Deal**

Negotiation is often a zero-sum game in which one party's gain is the other party's loss. For example, every dollar less that you pay for a car is your gain and the seller's loss. But it doesn't have to be an "I win and you lose" negotiation.

Leader should not take advantage of others, it's about building relationships and helping each other get what we want.

To get what we want, we have to sell our ideas and convince the followers to give us what we want. However, negotiation should be viewed by all parties as an opportunity for everyone to win. When possible, make the pie larger rather than fight over how to split it.



They got a good deal. So therefore, this belief is required, so, often a zero-sum game in which the one party's gain is the other party's loss. For example, every dollar less you pay for a car is your gain and the seller's loss. However, it does not have to be an I win, and you lose the negotiation. Leaders should not take advantage of others. It is about building relationships and helping each other get what we want.

Because once you can get this particular strategy successful. However, it will be a short term strategy. It will not be a long term strategy. To get what we want, we have to sell our ideas and convince our followers to give us what we want. However, negotiation should be viewed by all the parties as an opportunity for everyone to win. Moreover, when possible, make the pie larger than the fight over how to split it.

**(Refer to Slide Time: 30:19)**

## Negotiation Tips for Leaders (Cont.)

- Focus on the obstacle, not the person

It means never to attack the follower's personality or put follower down with negative statements like "You are being unfair to ask for such a price cut." If we do so, the follower will become defensive, we may end up arguing, and it will be harder to reach an agreement.



Image Source: [https://www.pngfind.com/pngs/xoRxJ\\_the-art-of-negotiation-negotiation-png-transparent.png/](https://www.pngfind.com/pngs/xoRxJ_the-art-of-negotiation-negotiation-png-transparent.png/)

Focus on the obstacle and not the person. As I mentioned, that is always understood. It is what the issue is there. Concern with the issue so that the negotiator if we he is having that follower is becoming defensive, we may end up arguing. Moreover, it will be harder to reach an agreement is there. So, therefore, do not be argumentative in this negotiation rather than focus on the issues rather than the person is concerned.

(Refer Slide Time: 30:48)

### Research Paper



### A proposed model for effective negotiation skill development

Elizabeth Chapman

Eugene W. Stetson School of Business and Economics, Mercer University, Atlanta, Georgia, USA, and

Edward W. Miles and Todd Maurer

J. Mack Robinson College of Business, Georgia State University, Atlanta, Georgia, USA

#### Purpose

The purpose of this paper is to develop an initial model from an intra-organizational perspective to outline the factors that contribute to the development of negotiation skills and behaviors by employees.



23

These are the research papers' models for effective negotiation skill development. This paper is to develop an initial model from an intra-organizational perspective, developing negotiation skills and behaviour.

(Refer to Slide Time: 31:02)

## **Research Paper**

### **Design/methodology/approach**

This conceptual paper relies on prior research and existing theory to focus on the types of developmental and learning experiences and processes that lead to the acquisition of three specific types of key negotiation skills and behaviors.

### **Findings**

Distributive, integrative, and adaptable negotiation skills are developed most effectively via different learning and development activities, respectively.

Additionally, unique individual difference and situational variables could contribute to particular negotiation behaviors, either directly or via an interaction with developmental experiences.



There is this design and methodology approach, and the findings are there. These are the original values and practical implications.

**(Refer to Slide Time: 31:11)**

## **Case Study : Indian Labor Unions**

- Indian labor union have seen a dramatic decline in memberships in the private sector. In India the unionization rate is low at 5 percent of the total workforce. This is due to the fact that 95 percent of people are employed in rural and informal sectors.
- Most unions are found in government-related sectors and in large enterprises. The situation is very different in the public sector, however, where 40 percent of government employees are unionized. These numbers are the results of very different trends.
- Research suggests two core reasons why public sector unions have grown.
  1. Changes in state and national labor laws
  2. Private Sector Jobs



Case Source: (Robbins, Judge & Vohra, 2016)

26

This is the case study. Indian labour unions are there. Moreover, therefore, changes in state and the national labour laws and private sector jobs are there.

**(Refer to Slide Time: 31:20)**

## Case Study : Indian Labor Unions

- Labour Union Negotiations has their own plus and minus
- **On the positive side**, by negotiating as a collective, unionized workers are able to earn, on average, roughly 15 percent more than their nonunion counterparts. Unions also can protect the rights of workers against capricious actions by employers. Consider the following Example:

*Lavanya criticized the work of four or five of her co-workers. They were not amused and posted angry message on a Facebook page.*

*Lavanya complained to her supervisor that the postings violated the employer's "zero tolerance policy against bullying and harassment". The employer investigated and agreeing that its policy had been violated, fired the five.*



Case Source: (Robbins, Judge & Vohra, 2016)

27

So therefore, in that case, always labour union negotiation has its plus and minuses. On the positive side, negotiating as a collective unionized worker can earn, on average, roughly 15% more than their non-union counterparts are there. So, therefore, always, if there is a union, then there will be more gain will be there.

(Refer to Slide Time: 31:39)

## Case Study : Indian Labor Unions

- Most of us would probably prefer not to be fired for Facebook posts. This is a protection unions can provide.
- **On the Negative side**, public-sector unions at times have been able to negotiate employment arrangement that are hard to sustain. The nexus of politics and unions has been detrimental to both workers and enterprises.
- It is often extremely difficult to fire a member of a public-sector union, even if performance is exceptionally poor. Consider other Example:

*Nandu Shah, 46, a sports teacher in a government school in Gujarat, was pulled from the classroom for repeated sexual harassment of female students. There is an ongoing case against him. He has been suspended but continues to draw his suspension salary.*



Case Source: (Robbins, Judge & Vohra, 2016)

28

At times, public-sector unions have been able to negotiate employment arrangements that are hard to sustain. Moreover, in that case, the public union state unions often face the problem in the completion of the negotiation.

(Refer to Slide Time: 31:53)

## Case Study : Indian Labor Unions

- Such protections exist for teachers in nearly every state, protecting even those who are involved in wrongdoing or who are not teaching effectively. Teachers are not alone. There are such safeguards for all union jobs
- Reasonable people can disagree about the pros and cons of unions and whether they help or hinder an organization's ability to be successful. There isn't any dispute, however, that they often figure prominently in the study of workplace conflict and negotiations strategies.



Image Source: <https://www.downloadclipart.net/browse/26488/labour-union-png-transparent-picture-clipart>



Case Source: (Robbins, Judge & Vohra, 2016)

29

(Refer to Slide Time: 31:56)

## Case Study (Cont.)

### Questions

- Q1) Labor management negotiations might be characterized as more distributive than integrative. Do you agree ? What do you think about this case?
- Q2) If unions have negotiated unreasonable agreements, what responsibility does management or the administration bear for agreeing to these terms? Why do you think they do agree?
- Q3) If you were advising union and management representatives about how to negotiate an agreement, drawing from the concepts of negotiation, what would you tell them?



These are the questions in this particular case study.

(Refer to Slide Time: 31:58)

## Book Recommendation

### Negotiation in the Leadership Zone

**Authors:** Ken Sylvester  
**Publisher:** Academic Press;  
(September 2015)  
**Language:** English  
**Paperback:** 248 Pages  
**ISBN-10:** 0128003405

Negotiating in the  
Leadership Zone



Image Source: [https://www.amazon.in/Destructive-Leaders-Dysfunctional-Organizations-Therapeutic/dp/0521717345/ref=tmm\\_pap\\_swatch\\_0?encoding=UTF8&qid=8&sr=1](https://www.amazon.in/Destructive-Leaders-Dysfunctional-Organizations-Therapeutic/dp/0521717345/ref=tmm_pap_swatch_0?encoding=UTF8&qid=8&sr=1)

31

This is negotiating in the leadership zone. So, this is the book which is recommended.

(Refer Slide Time: 32:05)

## Book Recommendation

- Book expertly addresses the question: **How do leaders become better negotiators?**
- This book successfully brings negotiation and leadership together for the first time, building separate insights about them into practical, applied lessons and tools that can be used immediately.
- Book has unique cases, examples, and insights for high-stakes and routine negotiations alike.
- The author's use of 50+ years of experience to convey the fundamental logic and strategies underlying negotiations

Negotiating in the  
Leadership Zone



Image Source: [https://www.amazon.in/Destructive-Leaders-Dysfunctional-Organizations-Therapeutic/dp/0521717345/ref=tmm\\_pap\\_swatch\\_0?encoding=UTF8&qid=8&sr=1](https://www.amazon.in/Destructive-Leaders-Dysfunctional-Organizations-Therapeutic/dp/0521717345/ref=tmm_pap_swatch_0?encoding=UTF8&qid=8&sr=1)

32

(Refer Slide Time: 32:07)

---

## References

1. Fisher, R., Ury, W. L., & Patton, B. (2011). Getting to Yes: Negotiating Agreement Without Giving In. Penguin.
2. Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (2015). Leadership: Enhancing the Lessons of Experience (8th Edition). McGraw Hill.
3. Northouse, P. G. (2019). Leadership Theory and Practice Eighth Edition (8th ed.). Sage Publications, Inc.
4. Lussier, R. N., & Achua, C. F. (2016). Leadership: Theory, Application, & Skill Development (6th ed.). Cengage Learning.
5. Robbins, S. P., Judge, T. A., & Vohra, N. (2016). Organizational Behavior (16th Edition). Pearson Education Inc.



Furthermore, it helps you understand how to be a good negotiator. This is all about negotiation and leadership. Thank you.

**Leadership and Team Effectiveness**  
**Prof. Santosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology – Roorkee**

**Lecture – 29**  
**Leadership in Crisis Situation**

Now, we will talk about another aspect of leadership. Furthermore, that is a crisis. Whenever there is a crisis, how to work on this crisis leadership, formulating a crisis plan, the 3-stage crisis management plan, pre-crisis planning, leading during the crisis, adapting after a crisis, the 5-steps crisis risk assessment model, research paper, case study, book recommendation and references, as usual.

**(Refer Slide Time: 00:37)**

## CONTENTS

- Crisis Leadership
- Formulating a Crisis Plan
- The Three-Stage Crisis Management Plan
  - Pre Crisis Planning
  - Leading during Crisis
  - Adapting after a Crisis
- The Five-Step Crisis Risk Assessment Model
- Research paper
- Case study
- Book recommendation
- References

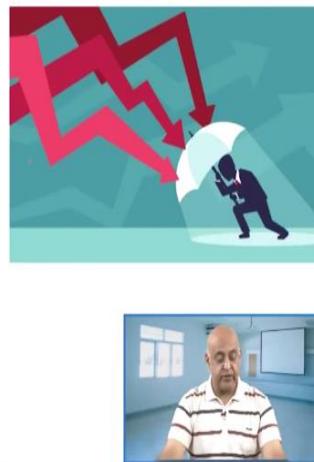


Image Source: <https://boardmember.com/the-first-30-days-the-new-rules-of-corporate-crisis-management/>

36

**(Refer Slide Time: 00:48)**

## Crisis

A Crisis is a low-probability but high-impact event that threatens the viability of an organization and is characterized by ambiguity of cause, effect, and means of resolution, as well as by a belief that decisions must be made swiftly.

(Charmeli & Schaubroeck, 2008)

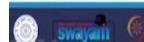
Crises are omnipresent in today's environment.

(Bergeron & Cooren, 2012)

Crises are indeed damaging to an organization if not properly managed.

(Gerbe, 2013)

Crises come in many forms. Regardless of the nature of the crises or the type of organization, what they all have in common is the stress and pressure they place on organizational resources and systems



37

So, whenever we are talking about a crisis is a low probability but high impact event that threatens the viability of an organization characterized by the ambiguity of cause, effect and means of resolution. So, there will always be a low probability in that case and for the high impact event. So, in that case, it is the belief that a decision must be made swiftly.

The crisis is omnipresent in today's environment. That is true. Everywhere these crises exist. So, there is nothing like this. That is the; it is arising for the first time. Crises are indeed damaging to an organization if not adequately managed. Therefore, whatever the crisis keeps on emerging in the organization, it has to be handled professionally. If there, it is not professionally handled, then it will damage the organization in the long term.

Because what happens? That is the, suppose there is a people crisis. So, people's crisis will be maybe for a short time. Nevertheless, during that short time that leadership is not there, the organization will suffer. Moreover, these sufferings will carry a long term impact. So, crisis come in many forms. Regardless of the nature of the crisis or the type of organization, they will all have the stress and pressure in common.

They place on the organizational resources and systems. So, in that case, if it is not managed correctly, they will have the stress and pressure as the outcome of this crisis.

(Refer Slide Time: 02:28)

### Crisis Leadership

- Crisis leadership is about being prepared with a plan to follow when a crisis occurs. It is about the role of corporate leaders in crisis prevention and preparedness. Effective crisis leadership is about having the foresight and proper pre-crisis planning for managing a crisis.  
*D(SO)G work*
- There is a great need for leaders from all walks of life to show that they possess the skills and competence to lead during times of crisis
- Proactive organizations have found it prudent to designate a specific individual or unit with the task of scanning and monitoring the internal and external environments for potential threats or warning signs of a crisis.

(Jaques, 2012)



(Binns, Harreld & O'reilly, 2014)

Now, when we talk about crisis leadership, so is about being prepared with a plan to follow when a crisis occurs. So, what the crisis leader does? He well plans to have the planning prepared. So, it is about the role of corporate leaders in crisis prevention, and the

preparedness is there. So, effective crisis leadership is about having foresight and proper pre-crisis planning for managing a crisis.

So, therefore, in that case, it is becoming different. That is effective crisis leadership is about having foresightedness. So, what type of leadership is there? Whether the leadership have the foresight and the proper pre-crisis planning there or not? So, it is always when we talk about the prevention and preparation-ness of the crisis.

So, always, there is foresightedness is there. Vision is there. So, the leader understands that this situation is going to arise. And then, he has to tackle the situation in advance itself. There is a great need for leaders from all walks of life to show that they possess the skills and competence to lead during times of crisis. So, that particular competency is required that they will be able to manage if a crisis arises.

So, proactive organizations have found it prudent to designate a specific individual or unit to scan and monitor the internal and external environments for potential threats or warning signs of a crisis. So, there is constantly scanning and monitoring the internal and external environments. Furthermore, whenever you analyze the internal and external environment, naturally, you will know that particular potential threats or warning signs are there.

For example, whenever we are talking about this TWOS (04:35) matrix is, there and threats, weaknesses, opportunities, and strengths. So, therefore, always we talk about the SO strength and opportunities, and then the strength and threats, the weakness and opportunities, and weaknesses and threats are there. So, monitoring the internal and external environments, these opportunities are usually internal.

Furthermore, whenever we talk about the threats' weaknesses, they are external. So, always try to get that is the, we can match these strengths with the opportunities to maximize. Moreover, this weakness with the threats to minimize is there. So, what do we plan? We plan to develop this leadership. That is the, in this situation, in the crisis. So, whatever the threat to our strength, that has to be well planned and prepared.

So, prevention and preparation is the formula for this. So, if you are well prepared and you know that you have the prevention, you will be successful.

(Refer Slide Time: 06:00)

## Crisis Leadership (Cont.)

Five essential competencies of crisis leaders, which are the ability to:

1. **Craft a vision.** Formulate an overarching vision of crisis management for the organization.
2. **Set objectives.** Establish strategic goals and program objectives for crisis management.
3. **Formulate, Execute, and Evaluate crisis plan.** Coordinate the creation of a crisis management plan.
4. **Communicate.** Establish a communication plan for notification and mobilization when needed.
5. **Manage people.** Develop a pre-crisis simulation and drill plan for the crisis team and the entire organization.



39

So, what are the different essential competencies are there? So, craft a vision. So, formulate an overarching vision of crisis management for the organization. So, a crafting vision is there, then the set objectives. So, establishing the strategic goals and the program objectives is crisis management. So, always have these or set the objectives for your goals.

Whatever these strategic goals and programs will be there so that you can manage the crisis. Formulate, execute and evaluate a crisis plan. So therefore, coordinate the creation of a crisis management plan. So, the manager must develop this particular planning skill in the skills. He can develop this execution and evaluate that particular crisis plan is there.

Then, they communicate. Establish a communication plan for notification and mobilization when needed. So, a communication plan will always be there to communicate is there. Moreover, whenever there is a plan for this communication, so, whatever, people that your team should know what the issue is there. What are these? In this crisis, who will contact whom.

Who will be the nodal person taking care of this particular problem? Moreover, from where they will get the resources? All this communication that is about the mobilization of resources, man, machine, material, money, method, minutes, all 6 Ms which are essential in management so that mobilization will be communicated in the time of crisis is there, because, in the crisis, you will require the resources.

So, immediately getting the resources or managing the resources is difficult. So therefore, already well planned is there. Manage the people., this competency, these leaders who manage crises develop a pre-crisis simulation. Those trials are a drill plan for the crisis team and the entire organization. So, it is not like that. This will be coming as a surprise. Rather than they are well prepared. Moreover, they can manage this crisis.

(Refer Slide Time: 08:31)

### Formulating a Crisis Plan

- Leaders who are able to overcome these psychological roadblocks and perceive risks realistically can approach crisis management planning in a logical and systematic way.
- The literature suggests that organizations with early crisis identification systems and crisis management plans already in place before the occurrence of a crisis are significantly better prepared to manage and survive a crisis event.
- In addition, these better prepared organizations have the opportunity to reposition themselves and turn a crisis event into a strategic opportunity.

(Appelbaum et. al., 2012)



Overcome the psychological roadblocks, and they perceive the risk realistically. Can approach the crisis management planning logically and systematically is there. The literature suggests that organizations with early crisis identification systems. Now, that is very important. So, like, it is disaster management is there. So, therefore, whenever there is an earthquake and if you get the notice that there is a flood and you get weather notice is there.

That is, and then, what happens? That is you have well prepared is there. So, early crisis identification is to be prepared. Systems are to be prepared. So, in HR and behaviour also, you can plan for this type of this identification system.

Moreover, those are called the HR indicators. I call that an HR indicator. So, from the HR indicators, you can, if you have the strong indicators, know, so, you will know that this particular employee will create a crisis.

So therefore, in that case, much expertise is required so that identification of the systems and the crisis management plans are already in place before the occurrence of a crisis. Furthermore, suddenly, that one employee creates a problem, so you know it is how to

manage this particular crisis and be better prepared to manage and survive a crisis event. These better-prepared organizations have the opportunity to reposition themselves.

Moreover, turning a crisis event into a strategic opportunity is there. Moreover, therefore, if they are smart enough, they will convert this crisis into an opportunity.

(Refer Slide Time: 10:07)

### Formulating a Crisis Plan (Cont.)

- Organization's readiness to respond to a crisis is a function of the following:
  - ❖ The skills, abilities, and experience of a designated crisis leader
  - ❖ A trained and well-prepared crisis team
  - ❖ Organizational preparedness through regular drills and training
  - ❖ Adequate organizational resources
  - ❖ Top management support and commitment
- Crises by nature are not part of the regular work experience; therefore, effectively managing crisis situations requires leaders to be well prepared for the unknown



An organization's readiness to respond to a crisis is a function of the following, the skills, abilities and experience of a designated crisis leader. Moreover, therefore, in that case, this particular organization's readiness to develop the skills, especially the technical skills. So, in the case, of skills and abilities, there is job knowledge in doing the job. Alternatively, is the case of a managerial aspect is there.

What skills do you have? What are the abilities they have? So they can manage this particular crisis. A simple example of that is the diversification of the product. So, suddenly, if this report comes, your organization cannot survive unless and until you do not have the diversification. So therefore, in that case, a designated crisis leader will be there. A trained and well-prepared crisis team is there.

Moreover, therefore, it is already that you have the team that will handle this particular crisis. Organizational preparedness through regular drills and training is there. Let me see the firefighting. Moreover, in the firefighting training, they keep on giving the training. So, when in case, unfortunately, there is a fire, then this team is ready. And then, they are ready to use the extinguishers.

Moreover, cover all these management practices for this particular crisis. So, there is man, machine, material, money, and methods with adequate organizational resources. So, the top management's support and commitment are required. You see, decisions will be taken, which may sometimes be wrong or right. Furthermore, therefore, in that case, if there is any wrong decision by mistake, then the top management's support and commitment are required.

Crisis, by nature, is not part of the everyday work experience. Therefore, touchwood should not be an everyday work experience. Furthermore, effectively managing crisis situations requires leaders to be well prepared for the unknown because it is unknown.

**(Refer to Slide Time: 12:11)**

### Benefits of a Crisis Plan

Though suffering some loss is almost unavoidable, having a crisis plan in the event of an actual crisis has several benefits and having a crisis plan in place can:

- ❖ Reduce the duration of a crisis
- ❖ Enhance or retain a corporation's reputation
- ❖ Allow for quick and effective responses
- ❖ Improve communications
- ❖ Enhance coordination and cooperation
- ❖ Ensure ready and available resources
- ❖ Ensure fewer costly mistakes
- ❖ Ensure less panic
- ❖ Ensure quicker resolution of the crisis
- ❖ limit or protect financial loss



Image Source: <https://helpfuldigital.com/guides/templates-and-tools/how-to-develop-a-crisis-communications-plan/>

42

The benefits of a crisis plan. Though suffering some loss is almost unavoidable, having a crisis plan in an actual crisis has several benefits and having a crisis plan in place. Reduce the duration of a crisis. Enhance or retain a corporation's reputation. Allow for quick and effective responses. Improve communications. Enhance coordination and cooperation among the team members.

Ensure ready and available resources. So, whatever the resources are required to manage the crisis, they are available. Ensure fewer costly mistakes are there. So therefore, maybe inevitable costly mistakes are there, and then, in that case, how you will be overcoming that particular crisis? So, you should have a plan. Ensure less panic. Otherwise, what happens?

If it is a sudden shock experience, then people will behave, becoming more panicked. Nevertheless, if their mind is prepared that this crisis may come, they will have minor panic. Ensure quicker resolution of the crisis. Furthermore, therefore, in that case, whatever the crisis is there, the crisis is a crisis. Even if you can control it, you have to see that you have a permanent solution; a quicker solution to the resolution of the crisis is there.

Limit or protect the financial loss. Ultimately, it is the business entity. Moreover, therefore, we have to minimize the losses in crises.

(Refer to Slide Time: 13:42)

### The Three Stage Crisis Management Plan

#### Pre Crisis Planning

- Form Crisis Response Team
- Develop Crisis Plan

#### Leading during a Crisis

- The Role of senior Leaders
- Effective Crisis Communication
- Crisis Resolution

#### Adapting after a Crisis

- Evaluation of a Crisis Response
- Lesson Learned
- Preventing a Future Crisis



Image Source: <https://www.timeretrievers.com.au/news/business-crisis-management-2/>

43

So, pre-crisis, leading during a crisis and adopting after a crisis. Whenever we talk about pre-crisis planning, the crisis response team is there. So therefore, they have been well trained, well guided, and well supervised. If a situation occurs, what you are supposed to do. Develop the crisis plan. So therefore, if the, even then, in that case, the crisis occurs.

Then, you are supposed to take action as per the discussions and meetings held before the crisis has arisen. Leading during a crisis now, but despite these, if there is a crisis, the role of the senior leaders becomes essential because they have to find out the solution to this crisis management is there. Moreover, if effective crisis communication, crisis resolution will be there, and the problem will be solved.

Adapting after the crisis, evaluate now; the crisis is over, but what the lessons of learning. Lessons of evaluation of the crisis response and lessons learned from this particular experience and the prevention of a future crisis. That is how in the future, if again there is a

crisis, how we can prevent ourselves is there based on the experience. So therefore, based on experience, we should prepare the road map for future prevention and control.

(Refer to Slide Time: 15:10)

## Pre-Crisis Planning

- Every organization (large, small, for-profit, or nonprofit) should have a pre-crisis plan. Although no one can develop a pre-crisis plan that would accurately anticipate and address every possibility in the future, such a plan is still the best way to mitigate the negative consequences of any crisis.
- The message in pre-crisis planning is to **hope for the best and plan for the worst.**
- Pre-crisis planning addresses three key questions:
  1. Do we have a crisis response team and who is on it?
  2. What is our crisis plan of action?
  3. Do we have all the necessary resources in place?



Every organization, a large or small, for-profit or non-profit organization, has a pre-crisis plan. Develop a pre-crisis plan that would accurately anticipate because we are unaware of what will. For example, the earthquake at what pace will be there, we do not know. So therefore, in that case, it is almost like we are ready for that, but not exactly. So, there will be the, anticipate and address will be there in the, whatever is the plan is there.

Then, that will be, we have to find out as per the plan. We can minimize the negative consequences of any crisis. Hope for the best and plan for the worst. So therefore, this is the funda. So, funda is this that is the always that we will be able to manage the crisis. So, if you remember, there are so many disasters and crises in Uttarakhand. And then, in that case, always, it was the belief that we would be able to solve.

And then they minimize the losses. So therefore, that planning for the worst is there. So, after some experiences, now the government is so well prepared and can control the step of the crisis based on past experiences and disaster experiences. So, therefore, in that case, how the same thing is there in the family. So, suppose any crisis occurs if we are well prepared and well planned because we know that the crises can come at any time.

Then, definitely, in that case, our response to that particular crisis will be much better. So, do we have a crisis response team who will be on the front line? Yes. What is your crisis plan of control? Do we have all the necessary resources in place that is to be ensured?

(Refer Slide Time: 17:09)

### Pre-Crisis Planning (Cont.)



#### 1) Do we have a crisis response team and who is on it?

- Having a standing crisis response team increases an organization's ability to respond to a crisis in a timely and effective manner.
- A crisis response team should involve a good mix of representatives from all parts of the organization. Diversity in the makeup of the crisis response team increases diverse input that contributes to better decisions.
- In the event of a crisis, a leader wants a team that has trained and worked together. During pre-crisis planning, questions on information flow and chains of command are addressed.



Image Source: <https://www.kindpng.com/imgc/marmer-marketing-team-clipart-hd.png.download/>

45

Moreover, do we have a crisis response team and who is on it? So, therefore, in that case, what will be the crisis? For example, a simple example of an economic recession is there. That is also a crisis. So, the production, finance, marketing, and HR executives are working together? Having a standing crisis response team increases an organization's ability to respond to a crisis in a timely and effective manner is there.

So, if an economic recession is there, our team will be able to manage that particular crisis. As I mentioned, a crisis response team should involve a good mix of representatives, finance, marketing, operations, and HR. Diversity in the makeup of the crisis response team increases diverse input that contributes to better decisions.

So, always we have to make this a heterogeneous group. Furthermore, whenever we have a heterogeneous group, the heterogeneous group will contribute to better decisions. In a crisis, a leader wants a team that has trained and worked together. So, during pre-crisis planning, questions on information flow and chains of command are addressed. So therefore, always we have the strength the pre-crisis planning.

So, involve all the people. Let them ask the questions. Let them be available online. And, during the prerequisites of planning, the questions or information flow. Already ready, and you have the answers for that.

(Refer Slide Time: 18:43)

## Pre-Crisis Planning (Cont.)

### 2) What is our crisis plan of action?

- It involves imagining the worst possible scenarios that could happen to the organization and the impact on employees, customers, and other stakeholders.
- To be well prepared, the crisis plan must incorporate as many potential emergency situations as possible. The crisis leader and the team should then assess the risk of these potential events, and evaluate their possible ramifications.
- For each crisis scenario, the crisis team tries to imagine the responses of different stakeholder groups which enhances preparation and reduces the level of confusion, anxiety, and frustration that often ensues.



Image Source: <https://www.qs.com/5-top-tips-to-help-international-offices-develop-a-crisis-management-plan/>

46

Now, our plan of action is also essential. The only thing is that this should not be only on the document; it should be well written. So, it involves imagining the worst possible scenario that could happen to the organization and the impact on employees, customers and other stakeholders. So, to be well prepared, the crisis plan must incorporate as many potential emergencies as possible.

Moreover, in that case, we should manage those resources for managing the crisis in advance. The crisis leader and the team should then assess the risk of these potential events and evaluate their possible ramifications. So, always, this crisis leader, what do they do? They are making the team, and this leader and team are always there for any type of event, and they are ready.

Furthermore, therefore, they come with the possible ramifications are there. For each crisis scenario, the crisis team tries to imagine the responses of different stakeholder groups, which enhances preparation and reduces the level of confusion, anxiety, and frustration. So, usually, what happens? That is, our team should be so strong. So, they can identify who the people who will be enhancing the preparation are.

And then reduces the level of confusion. So, the level of confusion should not be there because our team members, those whom we have selected, are already clear with that is the, what type of these issues will be emerging crisis. Furthermore, therefore, that anxiety and frustration will be minimized.

(Refer Slide Time: 20:18)

**Pre-Crisis Planning (Cont.)**

*6 Ms  
man/machine  
UNPREPARED  
rules & methods*

3) Do we have all the necessary resources in place?

- Both financial and non-financial resources are needed to manage crisis and having the right quantity and quality of resources is critical for success.
- It is often the case that during a crisis, resources (people, technology, and equipment) that are brought to bear may never have been deployed to see how well they function together. This underscores the importance of training and drills that simulate actual crisis situations or scenarios.
- In the event of a crisis, the pre-crisis plan is put into action. The crisis leader and his team have to step forward and manage the crisis effectively.

Image Source: <https://www.techimage.com/blog/4-key-steps-to-successful-crisis-management/>

Do we have all the necessary resources in place? Both financial and non-financial resources are needed to manage. So, I always talk about the man, machine, 6 Ms, man, machine, material, money and method. Now, whenever we are talking about the financials, we are talking about that money. Moreover, whenever we are talking about the non-financial, resources are concerned.

So therefore, in that case, whatever the methods we are using and then methods that will be minimizing the cost of our, that particular operation. So, all these aspects that we can create should be managed with the resources in a plan. So, we are well prepared. It is not unprepared. We are well prepared is there. So, people, technology and equipment, you know, these people, technology and equipment to near may never have been deployed to see how well they function together.

Moreover, that is also very important. So, many times we see their fire extinguishers placed, but it is difficult to get to start that particular fire extinguisher at the time of the fire. Even people do not know. So therefore, in that case, that is near and deployed to see how well they are functioning together. If they are not functioning, what will be the outcome? Furthermore, they have underscored the importance of training and drills that simulate the actual crisis.

So, these drills are to be done. So, that is the natural crisis. We are ready. In a crisis, the pre-crisis plan is put into action. Moreover, the crisis leader and his team have to step forward and manage the crisis. So, that is a preventive step.

Moreover, the people should be well prepared in advance. Furthermore, those leading this type of the crisis are called crisis leaders. So, they are experts in managing the crisis.

**(Refer Slide Time: 22:34)**

---

### Leading during a Crisis

When a crisis erupts, a rapid response is vital. The crisis leader must step forward and lead. The effective leader focuses on three key areas :

- **Goals** define the "What"—that is, the specific outcomes and objectives of the crisis intervention.
- **People** define the "Who"—getting the right people in the right positions with the right teams.
- **Resources** define the "how"—determining how resources will be allocated to the right people and how they will employ such resources.



So, in, do, while leading the crisis during a crisis, the crisis leader must step forward and lead. The effective leader focuses on three key areas, goal, people and resources. That is the specific outcomes and objective of the crisis interventions. What is going to happen? People define the who. Who is getting the right people in the correct position with the right teams?

So therefore, in that case, who will be responsible for managing this crisis? It is known. Moreover, resources define the how. They are determining how resources will be allocated to the right people. Moreover, how they will be employed these such resources are there.

Furthermore, therefore, in that case, this will always be the situation. Whether it is all resources, we are in the hands of the right people. Furthermore, they can use those resources for the organization to manage the crisis.

**(Refer to Slide Time: 23:27)**

## Leading during a Crisis (Cont.)

There are three key principles of crisis leadership:

- (1) Stay engaged and lead from the front
- (2) Focus on the big picture and communicate the vision
- (3) Work with the crisis management team.

Another way of saying this is for the crisis leader to be mindful of the "three As"-

- **Acknowledge or Admit** the crisis.
- **Action** you are taking to contain or repair the damage.
- Tell the public what you are going to do to **Avoid** a repeat in the future.



Image Source: <https://mediamantra.net/crisis-management>

49

So, there are the three fundamental principles of crisis leadership. Stay engaged and lead from the front. Focus on the big picture and communicate the vision. Work with the crisis management team, you know. So, therefore, always a leader should be different. They should work with the crisis management team and always focus on the picture and communicate how this team is going to work.

So, another way of saying this is that the crisis led to being mindful of the 3 As. Acknowledge or admit the crisis. The action you are taking to contain or repair the damage. Moreover, tell the public what you will do to avoid a repeat in the future. Moreover, in that case, it has always been said to your team members. That is the, yes. That is always mindfulness of these leaders they are (0) (24:26).

So, acknowledge, admit, and action; these 3 As are very important and that you will do to avoid a repeat in the future is there. So, that is required to be handled.

**(Refer Slide Time: 24:39)**

## Adapting after a Crisis

An effective post-crisis evaluation can turn a negative event into a growth and learning experience. Most forward-looking organizations do a postmortem. That is, in the aftermath of a crisis, top management authorizes a review and The review should include performance indicators such as the following:

- ❖ Effectiveness in communicating with key stakeholder groups
- ❖ Effectiveness in addressing the root cause(s) of the crisis
- ❖ Crisis team effectiveness
- ❖ Leadership effectiveness
- ❖ Effectiveness in dealing with victims and family members



Now, suppose that crisis is over, then adapt after a crisis. A practical post-crisis evaluation can churn an adverse event into growth and a learning experience. This is also very important. So, many times, the challenging situation makes you more robust. So, you become stronger. So, because of what happens with this tricky situation, you learn how to handle the challenging situation.

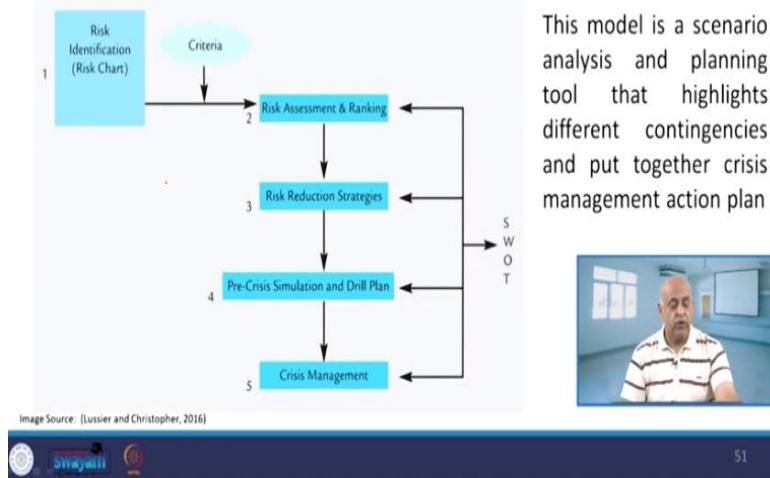
Moreover, that learning experience is what you have learned by handling this particular situation and overcoming that particular situation. So, that will make you the more powerful. So, most forward looking organizations do a postmortem. Moreover, that is in the aftermath of the crisis. Top management authorizes a review. Moreover, the review should include performance indicators such as the effectiveness of communicating with the key stakeholder groups.

So, earlier, we have talked about whether there should be a proper influential communication group is to be there but whether that has been the effect or not. Effectiveness in addressing the root cause of the crisis, so, whether the, it is only the symptom of the crisis is treated at the root cause of the crisis. Crisis team effectiveness, we, in the preparation, have talked about that is, we have to work in the team. We have to create a crisis team.

However, whether that team was effective or not while handling the crisis, leadership effectiveness, the person at the front, was able to influence the behaviour? Moreover, the effectiveness in dealing with the victims and family members is how it has been, becoming the effectiveness for the family members are there.

(Refer to Slide Time: 26:19)

## The Five-Step Crisis Risk Assessment Model



So, when we are talking about the 5-step crisis risk assessment model, we are there. In crisis management, identify the risk; what is the risk? So, there will be the criteria, where this model is a scenario analysis and planning tool that highlights different contingencies and puts together a crisis management action plan. So, risk assessment and the ranking is there. There is a, what type of the risk is there?

Furthermore, what type of crisis rank is there? Risk-reducing strategies, so there is a risk, can we minimize that particular crisis. Pre-crisis simulation and drill plan, so, therefore, if the crisis occurs, how we will be responding to that particular situation will be the pre-crisis simulation plan are there, and crisis management is there. So, ultimately, you are managing that particular crisis.

(Refer to Slide Time: 27:11)

## Research Paper



European Journal of Training and  
Development  
Vol. 43 No. 5/6, 2019  
pp. 531-549  
© Emerald Publishing Limited  
2019 9012  
DOI: 10.1108/EJTD-10-2018-0109

Received 31 October 2018  
Revised 8 February 2019  
Accepted 15 February 2019

# Leveraging culture and leadership in crisis management

Raka M. Bhaduri

Department of Educational Administration and Human Resource Development,  
Texas A&M University, College Station, Texas, USA

### Purpose

The purpose of this paper is to explore the relationship of organizational culture, leadership and crisis management through exploration of these three constructs with respect to crisis management.



So therefore, if you can manage this planning preparation now, you must have seen it. This is also common with negotiation. So therefore, your leadership in negotiation and leadership in crisis both require your preparation and prevention, and both have the teams. So therefore, it is always better. That is, you have enough preparation so that if that situation arises or when you are going through that particular phase, you are well prepared.

So, also you can learn from the research practices. This is the paper. The title is Leveraging Culture and Leadership in Crisis Management. Now, this is another crucial point. That is about the organization's culture. So, whether the organization's culture is to get these prevention practices or not and well-planning practices or not. Many organizations ignore this type of crisis and the possibilities of this crisis.

Moreover, therefore, in that case, if that culture is not there, it will be challenging for leaders to control the crisis. However, if there is a culture that is I am identifying the crisis situations and then well preparation for these facing these situations, making the team, managing the resources, then definitely, in that case, that will be a proper crisis management be there.

**(Refer Slide Time: 28:53)**

## **Research Paper**

### **Design/methodology/approach**

In this paper, a conceptual framework has been proposed that is based on the literature findings of organizational culture, leadership and crisis management. Two types of cultural elements are used; internal versus external focus and low versus high flexibility. Organizational crisis management process is explained through the five-stage life cycle, including signal detection, prevention, damage containment, recovery and learning.

Four types of leadership are included; directive, transactional, cognitive and transformational that are critical during crisis management. Five research propositions have been proposed for each stage of crisis management.



So, here, four types of leadership are included. So, organizational crisis management is the, also here, 5-stages life cycle which we have talked about. That is, detection, prevention, damage containment, recovery, and learning are there. So, after that crisis also, we can learn. That is what exactly we have and documentation. So, whenever we talk about this crisis management, we will forget that that was a situation after five years.

For example, this disaster occurred in Uttarakhand. Moreover, it is well documented. Moreover, after almost more than seven years, we can see that is the yes that we are better prepared with the help of that documentation. So, this time it will not be that many losses. Touchwood, it should not be there. However, in the case something goes wrong, a crisis comes. It is a natural crisis. So therefore, in that case, we are prepared.

So, what leadership is required? The directive, transactional, cognitive and transformational is critical during crisis management. Five research propositions have been proposed for each stage of crisis management is there.

**(Refer to Slide Time: 30:14)**

## Research Paper

### Findings

5 propositions have been proposed based on the stages of crisis management.

**P1a.** During an internal crisis, an internal focused with low flexibility organizational culture, along with a mix of cognitive and directive leadership styles and sensemaking, and perspective taking as competencies, can support organizations to detect signals and prevent crisis in the pre-crisis phase.

**P1b.** During an external crisis, an external focused with high flexibility organizational culture, along with a mix of transactional and directive leadership styles and issue selling, organizational agility and creativity as competencies, can support organizations to detect signals and prevent crisis in the pre-crisis phase.



54

So, Proposition 1, Proposition 2, Proposition 3, Proposition 4, and Proposition 5 are there.

**(Refer to Slide Time: 30:18)**

## Research Paper

### Findings (Cont.)

**P2a.** During an internal crisis, an organizational culture which is internally focused, with a high flexibility, along with a mix of transactional and transformational leadership styles and decision-making, communication and risk-taking as competencies, can contain damage and support the organization towards recovery during a crisis

**P2b.** During an external crisis, an organizational culture which is both internally and externally focused, with a reasonable degree of flexibility, mix of transactional and transformational leadership styles and decision-making, communication as competencies can contain damage and support the organization towards recovery during a crisis



55

**(Refer to Slide Time: 30:23)**

## **Research Paper**

### **Findings (Cont.)**

**P3.** For either type of crisis (internal or external), an organizational culture which is both internally and externally focused along with high flexibility, transformational leadership and organizational resiliency, learning and reflection as competencies can support recovery and organizational learning in the post-crisis phase.

### **Research Limitations/implications**

The conceptual framework needs to be tested for validity. More research is needed on how changing demographics and technology affect these constructs. Organizations need to develop focus on leadership competencies and crisis-prone culture to tackle any crisis event.



So, research limitations and implications are there. So, naturally, every research has certain limitations and implications.

**(Refer to Slide Time: 30:33)**

## **Research Paper**

### **Practical implications**

Organizations need to develop leadership competencies and crisis-prone culture.  
Organizations need to be reflective on their practices

### **Originality/value**

The proposed conceptual framework is an expanded version of the crisis response leadership matrix (CRLM) model of Bowers et al. (2017). In this paper, a unique concept is presented by aligning leadership, culture and crisis management with respect to each stage of crisis management and types of crisis.



Moreover, this will be the originality of this particular paper. So, always, this type of paper and research papers if you go through we find that is we can develop the leadership competencies and crisis-prone culture is there. Moreover, organizations are well prepared. So, there should be a focus on this particular type of leadership in the organization. So, organizations will be well prepared and lose, especially the human resources loss.

That will be the minimum when we are well planned and prepared to prevent this loss.

**(Refer to Slide Time: 31:09)**

### **Case Study : Antonio Perez—Eastman Kodak**

- Antonio Perez, took over as chairman and CEO of Eastman Kodak in 2005. Perez is an American, born in Spain went on to graduate from college and start a career at Hewlett-Packard (HP), where he worked for 25 years before leaving to join Eastman Kodak in 2003.
- He was instrumental in transforming HP's inkjet printer business division from a money-losing to a moneymaking operation. HP increased its market share to over 60 percent around the world. Despite his accomplishments, Perez was passed over as a choice to the company's CEO position in 2003, so he resigned.
- Kodak, the once-innovative digital giant with 17,000 patents worth between \$2 and \$3 billion, was on a fast slide downward.

Source: (Lussier and Christopher, 2016)



58

This is the case study about Antonio Perez; Eastman Kodak is there. So, he is the chairman and CEO. Moreover, born in Spain, I went to graduate from college. Instrumental in transforming HP's inkjet printer business division from a money-losing to a moneymaking operation is there. So therefore, Perez was passed over as a choice for the company's CEO in 2003. So, he resigned. Kodak, the once innovative digital giant, is there, which has been started.

**(Refer to Slide Time: 31:40)**

### **Case Study (Cont.)**

- Its stock price, once worth around \$25, had plunged to just cents to the dollar. The company that gave birth to the first digital camera in 1975 was now being left behind in the digital revolution.
- Kodak had turned to a slow-moving bureaucratic company. It was losing ground to competitors like Sony, Nikon, Canon, and Olympus in the digital imaging business. These companies were much faster at innovating and responding to market demands.
- On January 19, 2012, Perez announced that Eastman Kodak was filing for Chapter 11 bankruptcy protection



59

Source: (Lussier and Christopher, 2016) Image Source: <https://en.wikipedia.org/wiki/Kodak>

Moreover, we know that all of us, who gave birth to the first digital camera in 1975 and are now being left behind in the digital revolution, are there. So, whatever has been done, these companies were much faster innovating and responding to the market demands. So, Sony, Nikon, Canon, and Olympus are becoming faster in the market demands. That Eastman Kodak was filing for Chapter 11 bankruptcy protection. That is the, in 2012.

**(Refer to Slide Time: 32:19)**

### **Case Study (Cont.)**

- Along with this filing, Perez embarked on an aggressive restructuring strategy to cut costs while diversifying into new business sectors to increase revenues.
- Despite these actions, many investors believe Perez was not acting fast enough in his transformation plans. He was criticized for acting too slow in winding down operations and making the layoffs that the company needed to survive before it was in an unavoidable bankruptcy.
- However, the board of directors thought differently. Perez, it said, will remain CEO for one year post-bankruptcy emergence, or until the postemergence board of directors elects his successor, whichever is sooner.
- Kodak emerged from bankruptcy and its restructuring on September 3, 2013.



Source: (Lussier and Christopher, 2016)



60

He embarked on an aggressive restructuring strategy to cut costs while diversifying into new business sectors to increase revenues. Many investors believe Perez was not acting fast enough in the transformation plans. He was criticized for acting too slow in winding down operations and making the layoffs that the company needed to survive before it was in an unavoidable bankruptcy.

So, whatever the steps were required, the Kodak or the Perez was too late. However, the board of directors thought differently. Perez, it said, will remain CEO for one-year post-bankruptcy emergence or until the post-emergence board of directors elect his successor, whichever is sooner. Moreover, Kodak emerged from bankruptcy and its restructuring on September 3, 2013.

**(Refer to Slide Time: 33:10)**

## Case Study (Cont.)

- Kodak has transformed into a business-to-business company focused on imaging. It describes itself as a company centered on disruptive technologies and breakthrough solutions for the product goods packaging, graphic communications, and functional printing industries.
- As a result of Perez's reorganization strategy, Kodak today is leaner, financially stronger, and ready to grow. The stock price that once traded for just cents to the dollar is now back over \$27 a share.
- It seems Perez is proving his critics wrong. For those who thought Perez was risking his own survival by taking a stake at Kodak's survival, time may prove them wrong.

Source: (Lussier and Christopher, 2016)



61

Kodak has transformed into a business to a business company focused on imaging. It describes itself as a company centred on disruptive technologies and breakthroughs. The solution for the product goods packaging is their graphic communications. Moreover, it seems to prove his critics wrong. For those who thought Perez was risking his survival by taking a stake at Kodak's survival, time may prove them wrong. So, once traded for the just cents to the dollars, now, back over dollar 27 a share.

(Refer to Slide Time: 33:41)

## Case Study (Cont.)

### Questions

- Q1) Describe the nature of the crisis that Kodak has been going through since Perez took over as CEO in 2005?
- Q2) In your opinion, could this crisis have been avoided?
- Q3) How effective has CEO Perez been in managing the crisis so far?
- Q4) In your opinion, has Mr. Perez been an effective communicator in the way he has handled the crisis?
- Q5) What are some of the changes Mr. Perez has instituted to avoid a repeat of a similar crisis in the future?



Now, what are some of the changes Mr Perez has instituted to avoid repeating a similar crisis? So, this is a fascinating case study that will help you understand. That is how the leadership of Perez handled the situation.

(Refer Slide Time: 33:57)

## Book Recommendation

### 7 Lessons for Leading in Crisis

Authors: Bill George  
Publisher: Jossey-Bass;  
(August, 2009)  
Language: English  
Paperback: 160 Pages  
ISBN-10: 0470531878

BILL GEORGE

Author of *True North* and *Authentic Leadership*



Image Source: <https://www.amazon.com/Lessons-Leading-Crisis-Bill-George/dp/0470531878>

63

This book is recommended, 7 Lessons and Leading in Crisis.

**(Refer Slide Time: 34:07)**

## Book Recommendation

- Seven Lesson for Leading in Crisis is a survival kit for anyone in a leadership position.
- A concise handbook for applying proven leadership lessons in tough times
- Written by Bill George one of America's most trusted business leaders and author of *True North* and *Authentic Leadership*
- Offers realistic actions leaders can take to put their companies on the right long-term path
- Seven Lesson for Leading in Crisis gives leaders a solid strategy for staying the course.

BILL GEORGE

Author of *True North* and *Authentic Leadership*



Image Source: <https://www.amazon.com/Lessons-Leading-Crisis-Bill-George/dp/0470531878>

64

So, leadership in crisis, this will be book 7.

**(Refer Slide Time: 34:08)**

## Book Recommendation

- The Seven Lessons Include:
  1. Face Reality, Starting with Yourself
  2. Don't Be Atlas; Get the World Off Your Shoulders
  3. Dig Deep for the Root Cause
  4. Get Ready for the Long Haul
  5. Never Waste a Good Crisis
  6. You're in the Spotlight: Follow the North
  7. Go on Offense, Focus on Winning Now

BILL GEORGE

Author of *Lessons for Leading in Crisis* and *Authentic Leadership*



Image Source: <https://www.amazon.com/Lessons-Leading-Crisis-Bill-George/dp/0470531878>

65

It is the face reality, starting with yourself. Do not be Atlas; get the Atlas a world off your shoulders. Dig deep for the root cause. Get ready for the long haul. Never waste a good crisis. You are in the spotlight; follow the north. Moreover, go on offence, and focus on the winning now. So, therefore, never get discouraged; always try to come out with this type of crisis.

(Refer to Slide Time: 34:29)

## References

1. Appelbaum, S. H., Keller, S., Alvarez, H., & Bédard, C. (2012). Organizational crisis: Lessons from Lehman brothers and paulson andcompany. International Journal of Commerce and Management, 22(4). <https://doi.org/10.1108/10569211211284494>
2. Bergeron, C. D., & Cooren, F. (2012). The Collective Framing of Crisis Management: A Ventriloquial Analysis of Emergency Operations Centres. Journal of Contingencies and Crisis Management, 20(3). <https://doi.org/10.1111/j.1468-5973.2012.00671.x>
3. Binns, A., Harreld, J. B., O'reilly, C., & Tushman, M. L. (2014). The art of strategic renewal. MIT Sloan Management Review, 55(2), 21–23..
4. Carmeli, A., & Schaubroeck, J. (2008). Organisational Crisis-Preparedness: The Importance of Learning from Failures. Long Range Planning, 41(2). <https://doi.org/10.1016/j.lrp.2008.01.001>



Learn from that experience and go ahead. So, these are the references from the text material taken for your further studies.

**Leadership and Team Effectiveness**  
**Prof. Santosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology – Roorkee**

**Lecture – 30**  
**The Situation and the Environment**

In leadership, it becomes essential the third factor. I have talked about leaders, followers, and situations in the leadership process. So, therefore, this situation in the environment plays a vital role. So, here, we will talk about the situation and the beautiful picture.

**(Refer Slide Time: 00:47)**

### CONTENTS

- Situation
- Situation Vs. Personality
- Task
- Organisation
  - Formal Aspects
  - Informal Aspects
- Environment
- Adaptive Leadership
- Research paper
- Case study
- Book recommendation
- References



Image Source: <https://absent.com/?q=105032/no-one-in-this-world-is-satisfied-meine>



2

Through the picture, it has been depicted. That is the; when you are on the land, you are looking for the boat. Moreover, when you are in the boat, you look for the land. So, therefore, in that case, it is the situation versus personality, task, organization, formal aspects, informal aspects, environment, adaptive leadership, research paper, case study and book recommendations, and references as usual.

**(Refer Slide Time: 01:16)**

## Situation

- According to Merriam-Webster Dictionary, "Situation" is relative position or combination of circumstances at a certain moment."
- According to Oxford learner's dictionaries "All the circumstances and things that are happening in a particular time and in a particular place."
- Sociologists William I. Thomas and Florian Znaniecki are credited with laying the theory and research groundwork for the concept that is known as the definition of the situation.



Image Source: <https://www.pinterest.com/pin/493847915383080291/>



3

So, according to the Merriam-Webster dictionary, a situation is a relative position or the combination of circumstances at a particular moment. So, this is very important. So, it is a very relative position. As seen in the previous slide, you are in the boat and want the land. When you are on the land, you want the boat. So therefore, it is a situation. Moreover, interestingly, the very right word has been used, relative position.

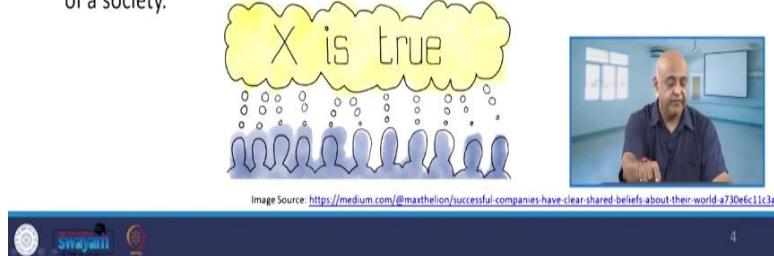
So therefore, in that case, a situation in a relative position or the circumstances at a specific moment will decide how the situation is. All the circumstances and things that are happening in a particular time and in a particular place and time and a particular place, then definitely, in that case, it becomes about that particular situation. That is under what situation are you working.

Sociologists William I Thomas and Florian Znaniecki are credited with laying the theory and research groundwork for the concept known as the definition of the situation. Moreover, therefore, in that case, it is, it depends on that. That is the type of this theory and research groundwork created to define the situation.

**(Refer Slide Time: 02:51)**

## Situation (Cont.)

- In the book, titled "The Polish Peasant in Europe and America", William & Florian wrote that a person "has to take **social meanings** into account and interpret his/her experience not exclusively in terms of his/her own needs and wishes but also in terms of the **traditions, customs, beliefs, and aspirations of his social milieu.**" By "**social meanings**," they refer to the shared beliefs, cultural practices, and norms that become common sense to native members of a society.



So, in the book titled The Polish Peasant in Europe and America, William and Florian wrote that a person has to take social meanings into account. Now, here, you see. Whenever we talk about a particular topic or concept, then, in that concept, there are the different factors or dimensions that affect that particular definition, concept and topic.

So, here, we have to consider social meanings according to this book title. Furthermore, I think this is also very much applicable in the context of India and interpret his or her experience not exclusively in terms of his or her own needs and wishes but also in terms of the traditions. So, this, in India also, you will find. Moreover, especially, you will find. That is the Indian ladies.

So, they will not decide just what they want to take. They will follow her social milieu's traditions, customs, beliefs, and aspirations. Furthermore, that is true. So, in this situation, whenever we are talking about gender-based leadership, if you talk about, so, why many times do we find that is especially true in India. So, ladies are the better manager and leaders as compared to males.

Furthermore, the reason is that this is in the context when we make the study the social meanings. So, in India, this society's backbone is the ladies of the house, whether the mother or wife or daughter or sister, whatever we talk about such a role we talk about. Then, in that case, it is the social meanings because they carry the traditions, customs, and beliefs, and you run an organization as they carry for the family.

So, any decisions relating to the family's traditions, customs, beliefs in the family and, according to them, their social milieu. So, in that case, they refer to the shared beliefs. It is not like this. You will often find that if the male is the head of the family, he may like to decide on the surface of the analysis. However, if the lady is the head of the family, she will have a consultative type, a participatory leadership style that will work in the house.

So, that is, shared beliefs are there. Furthermore, cultural practices and norms become common sense to native the members of society. Alternatively, I would like the example I was checking; then, it becomes common sense to native family members. An organization is also a family. Furthermore, this social dimension, you know, is also becoming very important nowadays for organizations to follow and become the ethical and moral emotions.

Take care of the moral emotions. Moreover, in the, here, when we, then, it will be having the complete, the, it will complete the social meanings. So therefore, to learn an organization, these social meanings, morals, and emotions are becoming very important. So, in this book, that is The Polish Peasant in Europe and America, William and Florian wrote that a person has to take the social meanings into account. Moreover, that is also very much applicable in the case of leadership in India.

**(Refer Slide Time: 07:06)**

## Situation Vs. Personality

In studies of leadership effectiveness, the **situation** can and does **changes** vary dramatically. The **personal attributes** needed by an effective leader of a different jobs **may change** considerably.

Because the **situations facing leaders of such groups may be so variable**, it becomes quite obvious that studies of leader characteristics have yielded **inconsistent results** when looking at leadership effectiveness across jobs or situations. Thus the importance of the situation in the leadership process should not be overlooked.

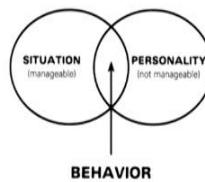


Image Source: <http://companyculture.com/132-to-understand-behavior-look-at-the-situation-the-culture/>



5

Situation versus personality, the studies of leadership effectiveness, the situation can and does vary dramatically. Overnight, what overnight means is just an example, but the situation changes within seconds. Like, I will like to mention that is Rama's personality. So, Lord Rama, the day before, was asked to take the to become the king of the Ayodhya.

Furthermore, therefore, in that case, his father told him that tomorrow morning he would become the king. Nevertheless, the following day, when he visited his father, the father said that no, you have to go to the forest. Moreover, that is the; you will not be the king. Furthermore, here, it is just what I would like to take. That is the one executive who had called one day before and said that you would become the CEO tomorrow.

You take charge of the CEO tomorrow morning. Moreover, when he goes to the chairman's office the next day, the chairman says, no, your services are terminated. Now, how the person will react to the situation? Moreover, therefore, here, that is a reaction and response. That shows an individual's personality, whether the person reacts to the situation or responds to the situation, like in the case of Lord Rama, from where we learned.

That is the; we have to respond to the given situation. So, if this is the order of the head of the family or, in that case, it was enough for the Rama to have, the, to know that is it is a wish of the father. Nevertheless, here, if it is the order of the family, then, in that case, also the personality will respond. The personality of Rama will respond. Such personalities will not react to the situation. That is yesterday you told me to be the CEO.

Furthermore, today, you say that your services are no longer required. So, if this is the situation, it is a personality, situation, and personality. That is a, I think, is a perfect example of how a situation changes, then the how a personality responds to the situation and does not react to a situation. An effective leader of a different job may change considerably because the situations facing leaders of such groups may be so variable.

The study of leader characteristics has yielded inconsistent leadership effectiveness across jobs or situations. So, we cannot generalize. Moreover, therefore, there will be different characteristics that will emerge. I will say the different personalities every individual has a different personality. Moreover, as a different personality, it will be the, in a given situation, a different response will be there.

Thus, the importance of the situation in the leadership process should not be overlooked. So, the personality and the situation must be considered whenever we talk about leadership. So, Lord Rama has become the leader because he has responded to the situations in the changing

situations. He has put an example. So, similarly, in the family or the organization, effective leadership will be across the job or situation as the situation changes.

So, it will not be the same. It will be inconsistent. So, there are inconsistent results whenever we talk about that particular situation.

(Refer Slide Time: 11:39)

### Situation Vs. Personality (Cont.)

- Historically, some leadership researchers emphasized the **importance of the situation in the leadership process** in contrast to the Great Man theory of leadership.
- These researchers maintained that the **situation**, not someone's traits or abilities, **plays the most important role in determining** who emerges as a **leader**. (Murphy, 1941; Person, 1928; Spiller 1929).
- As support for the situational viewpoint, these researchers noted that great leaders typically emerged during economic crises, social upheavals, or revolutions; great leaders were generally not associated with periods of relative calm or quiet.



Some leadership researchers emphasize the importance of the situation in the leadership process in contrast to the grand man leadership theory. These researchers maintained that the situation not someone's traits or abilities. So, therefore, it is the situation that decides and not the individual who plays the most crucial role in determining who emerges as a leader. As supported by the situational viewpoint, these researchers noted that great leaders typically emerged during economic crises, social upheavals, or revolutions.

Great leaders were generally not associated with the periods of relative calm, or quiet is there. So, identification of the leader comes in the tough time only. We have talked about crisis management. So, you will find that whenever we have talked about leadership in crisis management. That is about the situation; furthermore, how the leadership has been developed in the given situation.

(Refer Slide Time: 12:36)

## Situation Vs. Personality (Cont.)

### Theories in Support of Situational Factors

- In **Role Theory**, a leader's behavior was said to depend on a leader's perceptions of several critical aspects of the situation: rules and regulations governing the job; role expectations of subordinates, peers, and superiors; the nature of the task; and feedback about subordinates' performance (Merton, 1957).
- In **Multiple-Influence Model**, Hunt and Osborn distinguished between micro variables (such as task characteristics) and macro variables (such as the external environment) in the situation. Hunt and Osborn believed macro variables have a pervasive influence on the ways leaders act. (Hunt and Osborn, 1982)



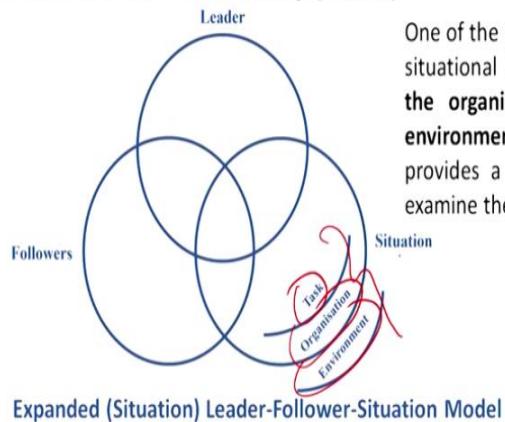
Here, we will talk about the theories supporting situational factors. In role theory, a leader's behaviour depends on a leader's perception of several critical aspects of the situation. Rules and regulations governing the job, role expectations of subordinates, peers and superiors, the nature of the task, and feedback about subordinates' performance are so many factors. So, first and foremost is about the, what is the rule of the land?

So, as per the land law, it will be decided and then the people surrounding that particular person, the subordinates, Peers, and superiors. That is also, they are also essential and the nature of the task and feedback. So, therefore, all this plays a role. In the multiple influence model, Hunt and Osborn distinguish between the micro variables such as task characteristics and macro variables such as the external environment.

Here, we will also find that the task playing a vital role is there in the role theory. And the external environmental factors also play an essential role. So, Hunt and Osborn believed micro variables have a pervasive influence on the ways leaders act. So therefore, accordingly, it will be decided.

**(Refer Slide Time: 14:01)**

## Situation Vs. Personality (Cont.)



One of the most basic abstractions is situational levels i.e. the task level, the organizational level, and the environmental level. Each of which provides a different perspective to examine the leadership process.



Image Source: [Hughes, Ginnett, & Curphy, 2015]

8

Moreover, in this situation versus personality, we have talked about the leader, follower, task or situation, organization, and environment. So therefore, this is creating the situation, the task level, the organizational level and the environmental level. So, each of which provides a different perspective to examine the leadership process is there. So, according to the task, one has to take the decision.

According to the organization's culture, one has to take the decision. Furthermore, according to the existing environment, one has to decide.

(Refer Slide Time: 14:49)

### Task

The most fundamental level of the situation involves the tasks to be performed by individuals or teams within the organisation. There are several ways in which tasks vary and are particularly relevant to leadership such as:

- **Task Autonomy** :- Task autonomy is the degree to which a job provides an individual with some control over what he does and how he does it.
- **Task Feedback** :- Task Feedback refers to the degree to which a person receiving information about performance from performing the task itself.
- **Task Structure** :- Task Structure basically is the degree to check up to which extent any task is structured or unstructured. (The more planned process, rules of governing the more structured a task is)



9

Now, we will take them one by one. Task - The most fundamental level of the situation involves the tasks performed by individuals or teams within the organization. Moreover, there are several ways in which the tasks vary and are particularly relevant to the leadership. Such

task autonomy is how a job provides an individual with some control over what he does or how he does it. So therefore, in that case, that one has the control.

That is how this task is to be performed. Moreover, therefore, then, there will be task autonomy. Similarly, there will be task feedback. Moreover, task feedback refers to the degree to which a person accomplishing a task receives information about performance from the performing the task itself. So, therefore, this degree to which the task receives information, so, here, so, whatever feedback will be there accordingly, the task will change.

Moreover, the performance from performing the task itself will vary in this particular activity. So, like the task autonomy and task feedback, there will be the task structure also. A degree to checkup to which extent any task is structured or unstructured. So, typically, if there is a structured task, there will not be much to do by the leader. Nevertheless, when there is an unstructured task, there are many things to be done by the leader.

The more planned process and governing rules, the more structured task is there. Moreover, in that case, if that particular activity which the leader has to perform, a task one has to perform, if it is a very planned process, then definitely, in that case, there will be the more task structure will be followed.

**(Refer Slide Time: 16:33)**

### Task (Cont.)

- **Task Interdependence** :- Task Interdependence concerns the degree to which tasks require coordination and synchronization for work groups or teams to accomplish desired goals.
- Task Interdependence differs from autonomy in that workers or team members may be able to accomplish their tasks in an autonomous fashion, but the products of their efforts must be coordinated for the group or team to succeed



Image Source: <https://imagestandard.com/magento-2-vs-woocommerce/science-conclusion-clipart-7-1/>



10

Task interdependence concerns the degree to which the task requires coordination and synchronization for workgroups or teams to accomplish desired goals. So therefore, in that case, it is a degree to which the person has to perform or synchronize for the group or teams

to accomplish the desired goals. Task interdependence differs from autonomy in that workers, or team members may accomplish their tasks autonomously, but the products of their efforts must be coordinated for the group or the team to succeed.

(Refer to Slide Time: 17:10)

### Task (Cont.)

There can be majorly two types of problems associated with tasks

- **Technical Problems**

- *What are these problems?* - Those problems which can be solved without changing the nature of the social system itself within which they occur.
- *What's the Work?* – Applying current know-how
- *Who does the Work?* -Authorities

- **Adaptive Problems**

- *What are these problems?* - Those problems which can only be solved by changing the system itself.
- *What's the Work?*- Discovering new ways
- *Who does the Work?* -The people facing the challenge



Two types of problems associated with the task are there. One is the technical problem, and the other is the adaptive problem. Whenever we talk about technical problems, these problems can be solved without changing the nature of the social system itself within which they occur. So, therefore, this is a significant issue because just I have talked about it. It is society's norm.

Moreover, therefore, in the social norms, you have to work without changing the nature of the social system. So, it will be a significant technical problem. What is the work? Applying current know-how. Nevertheless, if there is any change, then definitely, in that case, it will become that difficult. That is, how you are going to apply the future technology. Moreover, the third one is, who does the work? There is the authorities are there.

So, here are technical problems of the nature of the social system, the know-how system, and who is doing the work. That is the authorities. So, we have to handle this type of issue. While in the adaptive problems, what are these problems? Those problems can only be solved by changing the system itself; otherwise, it would not be changed. Moreover therefore, in that case, this is the adaptive problem that will be there.

What is the work? Discovering new ways, and who does the work? The people facing the challenge are doing the work there.

(Refer Slide Time: 18:34)

## Organisation

(Kaplan and Norton, 1996) have described a set of operating assumptions underlying the information age and contrasted them with their predecessors in the industrial age. They described changes in the following ways companies operate that have affected its leadership.

- **Cross Functions:** Organisations must operate with integrated business processes that cut across traditional business functions.
- **Link to Customers and Suppliers:** IT enables organisations to integrate supply, production and delivery process resulting in improvements in cost, quantity and response time.
- **Customer Segmentation:** Companies must learn to offer customized products and services to diverse customer segments.



As far as the organization is concerned, Kaplan and Norton, in 1996, have described a set of operating assumptions underlying the information age and contrasted them with their predecessors in the individual age. Moreover, they describe changes in the following ways companies operate there that have affected their leadership. The organization must operate with integrated business processes that cut across the traditional business functions.

Link to customers and suppliers, IT enables organizations to integrate supply, production, and delivery processes, resulting in improved cost, quantity, and response time. So, therefore, this is, these are the significant factors on which the organization is dependent. Moreover, therefore, it will have specific attention will be required (0) (19:24) to improve the improvement in cost, quantity and response time.

Another one is customer segmentation. Companies must learn to offer customized products and services to diversify the customer segmentation. Moreover, therefore, these are the following changes that will make the leadership more challenging.

(Refer Slide Time: 19:44)

## Organisation (Cont.)

- **Global Scale:** Companies today compete against the best companies throughout the world.
- **Innovation:** Product Life are shrinking, Companies must anticipate customers' future needs, innovate new products and services, rapidly deploy new technologies into operations.
- **Knowledge Workers:** All employees must contribute value by what they know and by the information they provide.



Image Source: <https://www.cleantech.com/png-global-network-st-paul-training-lip-clip-art-web-s-210230/>  
Image Source: <https://www.workday.com/en-us/solutions/role/enterprise-hr/diversity-inclusion-belonging-solutions.html>

13

The other dimensions are the global scale. Earlier, what was happening? It was only a local level, but now it is at the global level. So, companies today compete against the best companies throughout the world. Moreover, when competing with the best companies throughout the world, it becomes essential. That is, you have the global scale. Product life is shrinking. Companies must anticipate customers' future needs.

So therefore, in that case, if you have come across the innovation for today, hardly it will work for three months. After three months, you have to come out with innovation. So therefore, it is a continuous cycle. However, it requires time, so, therefore, you have to start much early in that case. You have to start with a big concept. So therefore, in that case, whenever there is a change in 3 months, immediately you are coming out with the new product.

So, innovative new products and services rapidly deploy new technologies into the operations, but new products will be developed with the help of new technologies. So, therefore, your life cycle of the technology is three months only and then, if it is a heavy investment is there, how will you change your investment in the next every 3months? So, knowledge workers are there.

All employees must contribute value by what they know and by their information. So therefore, these knowledge workers know that is the value they can add to the organization they are adding and whatever the information is required, they can provide that detailed information.

(Refer to Slide Time: 21:22)

## Organisation – Formal Aspects

Formal Organization's study involves the disciplines of management, organizational behavior, and organizational theory and can have a profound impact on leadership.

- **Level of Authority** :- It is the hierarchical level in a organisation.
- **Organisation Structure** :- Organisational Structure is the way an organisation's activities are coordinated and controlled. It represents another level of the situation in which leaders and followers must operate. It may vary in Complexity and Degree of Formalization
  - **Structure Varying in Degree of Formalization**
    - **Formalisation** is the degree of standardisation, which usually varies with size
    - **Centralisation** is the diffusion of decision making



14

The formal aspects of the discipline of management and organizational behaviour can profoundly impact leadership. The formal approach is there. So, the level of authority is the hierarchy level in the organization. Organization structure is concerned. In organizations, activities are coordinated and controlled. It represents another level of the situation in which leaders and followers must operate.

Moreover, it may vary in the complexity and degree of formalization. How will this formalization be done? It is a degree of standardization now, which usually varies with the size. Furthermore, centralization, that is, the diffusion of decision making, is there.

(Refer Slide Time: 22:03)

## Organisation – Formal Aspects (Cont.)

- **Structure varying in Complexity**
  - **Horizontal Complexity** is the number of specialisations at any particular organisational level in an organisational chart
  - **Vertical Complexity** is the number of hierarchical levels appearing on an organisational chart
  - **Spatial Complexity** is the geographical dispersion of an organisation's members.

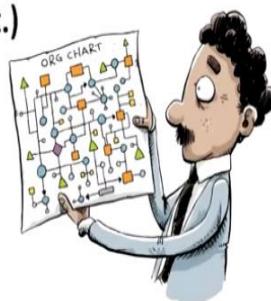


Image Source: <https://www.dreamstime.com/stock-illustration-tangled-org-chart-cartoon-office-worker-holds-confusing-image77168326>



15

The former aspects are based on the structure varying in complexity, horizontal complexity and sheer complexity. So, horizontal complexity is the number of specializations at any particular organization level. Furthermore, the sheer complexity is the number of hierarchical levels appearing on an organizational chart. Similarly, the extraordinary complexity is the geographical dispersion of an organization's members.

Moreover, therefore, in that case, if the members are at different places in the geographical location, then that will be the third dimension will be there. So, it has become imperative whether we will work into the horizontal complexity. That is the flat structure or the tall structure. There is a sheer complexity, or there will be the informal structures. Moreover, that spatial complexity will be there.

**(Refer Slide Time: 22:50)**

### **Organisation – Informal Aspects**

Informal organization generally refer to organisational culture. Although most people probably think of culture in terms of very large social groups, the concept also applies to organizations.

- **Organisational Climate** concerns members' subjective reactions to the organization. (Kozlowski and Doherty, 1989)
- **Organisational Culture** has been defined as a system of shared backgrounds, norms, values, or beliefs among members of a group (Schein, 2017)

These two concepts are distinct such that organizational climate is partly a function of organizational culture. Our feelings or emotional reactions about an organization are affected by the degree to which we share the prevailing values, beliefs, and backgrounds of organizational members



16

Suppose informal aspects are there, but most people probably think of culture in terms of gigantic social groups. The concept also applies to an organization is there. So, concerned members' subjective reactions to the organization and organizational culture have been defined as a system of shared backgrounds. So, we have talked about shared values. Moreover, the leadership must be performed in the shared culture, shared values, and society.

These two concepts are distinct such that organizational climate is partly a function of organizational culture. Our feelings or emotional reactions about an organization are affected by the degree to which we share the prevailing values, beliefs and backgrounds of the organizational members are there. Moreover, in that case, those who are the people surrounding in working in that organization.

As I mentioned earlier, they also have to make the emotional reactions there. So, therefore, there will be a reaction. However, what is required? They respond.

(Refer Slide Time: 23:50)

### The Environment

- Ronald Heifetz argues that the leaders not only are facing crises than ever before but that a new mode of leadership is needed because we are in a permanent state of crisis.
- Change has become so fast and so pervasive that it impacts virtually every organisation everywhere, and everyone in them.
- VUCA coined by the Army War College U.S.A. for the new state of affairs, describes a world i.e.,
  - Volatile
  - Uncertain
  - Complex
  - Ambiguous



Image Source : <https://www.dreamstime.com/vuca-volatility-uncertainty-complexity-ambiguity-general-conditions-situations-concept-keywords-vuca-volatility-image133229555>

17

The third dimension is the task, organization and environment. So, Ronald Heifetz argues that the leaders are facing more crises than ever before and that a new leadership model is needed because we are in a permanent state of crisis. Moreover, therefore, that leadership in a crisis is to be studied. Change has become so fast and pervasive that it impacts virtually every organization everywhere and everyone in them.

So, therefore, here, so, that, whatever the changes become this so fast, then, naturally, it impacts the virtual organization because of the geographical locations. VUCA is the Volatile, Uncertain, Complex and Ambiguous is there. So, therefore, in that case, in the VUCA time, the new state of affairs will be there because the world is becoming so volatile and uncertain. So, how does this leadership have to be flexible have to be changed?

Otherwise, whatever the complexity will be there, then to handle the complexity, it will be complicated for the leader to come out with that particular situation.

(Refer Slide Time: 25:05)

## The Environment (Cont.)

In the constantly changing environment, Leadership which was never easy, is appears to be growing more difficult

- Two vectors added to the original diagram, highlights how two contrasting and multidimensional kinds of environments affect leadership

- Two vectors do not imply there's a categorization of environments (either simple or complex); it is used just to represent in the figure, a range of possible environments.

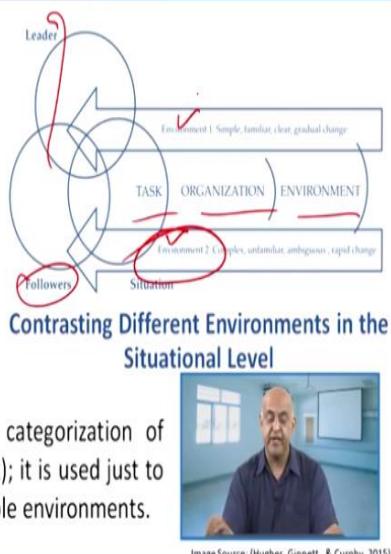


Image Source: (Hughes, Ginnett, & Curphy, 2015)

As we have talked about, the task, organization and environment are there in the constantly changing environment. 2 vectors added to the original diagram highlight how two contrasting multi-dimensional environments affect leadership. So, therefore, in that case, we are talking about that is the this is, these are the environment complex, unfamiliar, ambiguous and rapid change is there.

Moreover, when there is another environment, simple, familiar, and apparent gradual changes are there. Now, in both the cases, the leader, we are talking about the environment, but the environment can be of this type Environment 1, or it can be Environment 2. However, this task, organization, and environment are carried here. So therefore, in that case, what will be the leadership style?

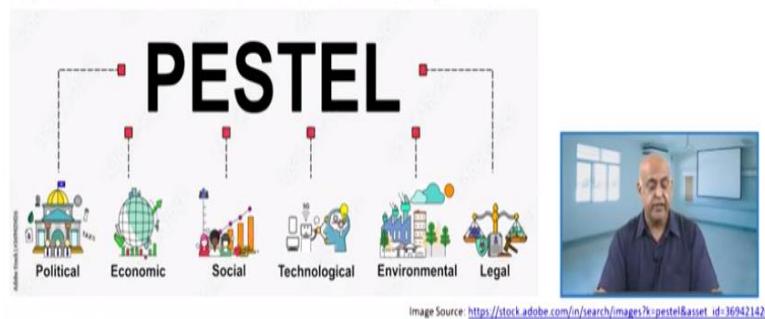
Because there are followers in this particular task, the two vectors are added. These are multi-dimensional kinds of environments affecting leadership is there. Moreover, there is a categorization of either simple or complex environments not only implied. It is used to represent a range of possible environments in the figure. So, complex maybe, unfamiliar maybe, ambiguous maybe and rapid change maybe.

**(Refer Slide Time: 26:25)**

## The Environment - PESTEL

Leaders have to analysis the business environment to make wise decisions, taking into account the **situation** dimension of Leader-Follower-Situation Framework.

PESTEL Analysis is one of the Tools which Leader may use to analysis different aspects of business environment simultaneously.



So, political, economic, social, technological, environmental and legal, PESTEL. So, leaders have to analyze the business environment to make wise decisions. Taking into account the situation and in, what is the situation? The Leader-Follower Situation Framework consists of making the political, economic, social, technological, environmental and legal aspects are there.

(Refer Slide Time: 26:52)

## The Environment (Cont.)

### Societal Culture

It is critical for leaders to have an understanding of societal culture and the associated beliefs, characteristics, and customs. Failure to do so can result in conflicts and misunderstandings.

**Societal Culture** refer to those learned behaviors characterizing the total way of life of members within any given society

Business leaders in the global context need to become aware and respectful of cultural differences and cultural perspectives.



We have talked about that is a social meaning. Social meanings in leadership are there. So, leaders must understand the societal culture and the associated belief wherever the organization is working, you know and when we are talking about the multinational organization, every nation has its own culture and practices. That is to be, the beliefs, characteristics, and customs of that organization have to be known by the leaders to avoid conflicts and misunderstandings.

Societal culture refers to those learned behaviours characterizing members' whole way of life within the given society. So therefore, we, I have mentioned in the previous of this that is the person learns from the society. So, leaders are developed from society. So, therefore, in that case, they are required to know the global context and be respectful of the cultural differences in cultural perspectives.

And not only they should know, but they should also be responsible for the different cultures and perspectives in the organization because it is becoming a global village. So, naturally, there will be different approaches.

**(Refer Slide Time: 28:00)**

## Adaptive Leadership

**Adaptive Leadership** is a process based on the principle of shared responsibility for the future success of the business or service.

Ron Heifetz and Marty Linsky, defines adaptive leadership as "**A practical leadership framework that helps individuals and organizations adapt and thrive in challenging environments.**" (Heifetz , Ronald and Linsky, 2002)

Thus Adaptive Leaders must have the four foundational traits:



So, what is required? Adaptive leadership is required. So, in adaptive leadership, a process principle of shared responsibility for the future success of the business or service is there. So, Ron Heifetz and Marty Linsky define adaptive leadership as a practical leadership framework in which individuals in organizations adapt and thrive in a challenging environment. The excellent definition is there.

So, adaptive leaders must have the four fundamental traits foundational traits. Emotional, organizational, character and development are there.

**(Refer Slide Time: 28:32)**

## Adaptive Leadership

There are **Four A's of Adaptive Leadership** while responding to any situation

- **Anticipation** of likely future needs, trends and options.
- **Articulation** of these needs to build collective understanding and support for action.
- **Adaptation** so that there is continuous learning and the adjustment of responses as necessary.
- **Accountability**, including maximum transparency in decision making processes and openness to challenges and feedback.



So, 4 A's of adaptive leadership is anticipation, articulation, adaptation, and accountability . So, the anticipation of the likely future needs, trends and options. Articulation of these needs to build collective understanding. Adaptation tools that there is continuous learning and the adjustment of the responses. This is a significant adaptation. Accountability is there when the maximum transparency of the decision making process.

Moreover, openness to challenges and feedback is there. So, therefore, the accountability has to be, you know, hold for this the leadership styles.

(Refer Slide Time: 29:03)

## Adaptive Leadership

### Model of Adaptive Leadership

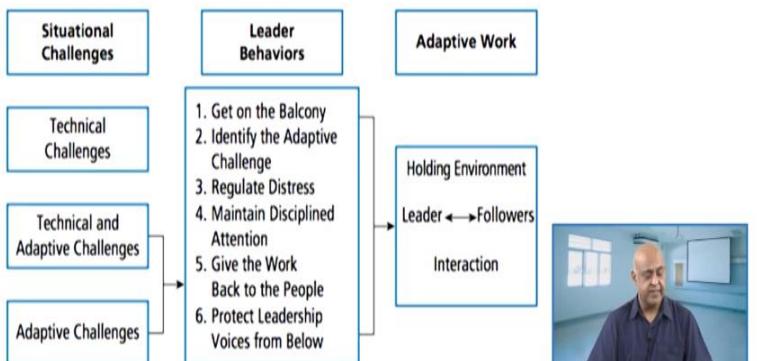


Image Source: <https://www.chegg.com/homework-help/questions-and-answers/figure-111-model-adaptive-leadership-situational-challenges-leader-behaviors-adaptive-work-q27109865>

So, situational changes, technical changes, technical and adaptive challenges and the adaptive challenges are there. So, a leader's behaviour is to get on the balcony. Identify the adaptive challenge. Regulate the distress. Maintain discipline attention. Give the work back to the

people and protect the leading voices from the below. Adaptive work will be holding environment and leader-followers interaction. That is becoming very important.

(Refer to Slide Time: 29:30)

**Research Paper** The Role of the Situation in Leadership

 AMERICAN PSYCHOLOGICAL ASSOCIATION

Victor H. Vroom Yale University  
Arthur G. Jago University of Missouri—Columbia

January 2007 • American Psychologist

Copyright 2007 by the American Psychological Association 0003-066X/07/\$12.00  
Vol. 62, No. 1, 17-24 DOI: 10.1037/0003-066X.62.1.17

**Purpose**

The purpose of this paper is to do integrative examination of the different leadership theories to lay emphasis on role of situation in leadership by laying a taxonomy of situational effects on leadership



We will talk about these research papers, The Role of the Situation in Leadership. This is the American psychologist paper written by Victor H Vroom and Arthur G Jago. This paper examines the different leadership theories to emphasize the role of situation in leadership by laying a taxonomy of the situational effects on leadership.

(Refer Slide Time: 29:57)

**Research Paper**

**Design/methodology/approach**

This paper begins with defining of leadership. Then the role of situational factors in leadership is examined particularly in organizations rather than leadership in political, scientific or artistic realms with the help literature review.

**Findings**

This paper had identified three distinct roles that situational variables play in the leadership process.

- Organizational effectiveness (*often taken to be an indication of its leadership*) is affected by situational factors not under leader control.
- Situations shape how leaders behave
- Situations influence the consequences of leader behavior.



So, this paper is fascinating because it talks about how you can achieve organizational effectiveness by understanding the situation, how leaders behave, and the situational influence of the consequence of the leader's behaviour.

(Refer to Slide Time: 30:11)

## Research Paper

### Originality/value

This paper provides integrative view of different theories of leadership (including Fiedler's contingency theory, Path Goal Theory and Normative and descriptive model of leadership) viewed from the common perspective of role of situations in effective leadership

### Practical implications

The most recent of these, contingency theories, is argued to be most consistent with existing evidence and most relevant to professional practice.

The Vroom, Yetton, and Jago contingency models of participation in decision making are described in depth, and their work provides the basis for identifying 3 distinct ways in which situational or contextual variables are relevant to both research on and the practice of leadership.



26

These are the practical implications. Now, relevant to the professional research and leadership practice is there.

(Refer to Slide Time: 30:19)

## Case Study : Virginia Tech Shooting (Hero in Midst of Horror)

- April 16, 2007, was a dark day at Virginia Tech. On that day Cho Seung Hui went on a shooting rampage that killed 32 students and faculty and injured a host of others.
- He created a situation of terror. But in that same awful situation, heroes were created.
- One was Zach Petkewicz. Zach and his fellow classmates were in a classroom near the one where Cho initiated his massacre. Everyone experienced fear and hid behind whatever they could find for protection.
- But it occurred to Zach that “there’s nothing stopping him from coming in here. We were just sitting ducks.” And that’s when Zach and others took action.



Case Source : (Hughes, Ginnett, & Curphy, 2015)

This is the case study about the Virginia Tech Shooting, a heroin midst of the horror and a dark day at Virginia Tech. On that day, Cho Seung Hui went on a shooting rampage that killed 32 students and faculty and injured others. He created a situation of terror. Nevertheless, in that same awful situation, heroes were created. So, the particular message is there. That is from the awful situations. How were the heroes created?

(Refer to Slide Time: 30:50)

## Case Study (Cont.)

- Zach grabbed a table and shoved it against the door. Seeing his plan, **other students joined him**, pinning the table against the cinderblock walls around the door frame.
- They were just in time. **Cho tried to get into their classroom next**. Having tried the door handle and then brute force, Cho emptied a clip of ammunition through the door before **giving up and moving on to another room**.



Zach Petkewicz, described how he and two classmates barricaded their classroom door at Norris Hall



Case Source: (Hughes, Ginnett, & Curphy, 2015)

Furthermore, so, therefore, describes how the two classmates barricaded their classroom door at the Norris Hall.

(Refer to Slide Time: 31:00)

## Case Study (Cont.)

- Days after the assault, Zach Petkewicz was interviewed by Matt Lauer on NBC's Today Show. Lauer asked Zach if he could have predicted, before the shooting, how he would react. The young hero, whose first reaction had been fear, said that's not possible for anyone. **"There's no way of telling what I would have done until you're put in that situation."**

**Q1)** With respect to the case, discuss how the situation influences leaders and followers?

**Q2)** Do Situational Leaders always have to be reactive to the situation?



Case Source: (Hughes, Ginnett, & Curphy, 2015)

Moreover, the days after Matt Lauer interviewed Zach Petkewicz on NBC's Today Show. Lauer asked Zach if they could have predicted how he would react before the shooting. The young hero, whose first reaction had been fear, said it was not possible for anyone. There is no way of telling what I would have done until you are put in that situation. Wonderful answer.

So, concerning the case, discuss how the situation influences leaders and followers? Do the situational leaders always have to be reactive to the situation or the preventive prevention in the situation? It is challenging to say.

(Refer to Slide Time: 31:40)

### Book Recommendation

#### Grasp the Situation: Lessons Learned in Change Leadership

**Authors:** Glenn H Varney  
Scott Janoch  
James M. McFillen  
**Publisher:** iUniverse;  
(July 2015)  
**Language:** English  
**Paperback:** 202 Pages  
**ISBN-10:** 1491767219  
**ISBN-13:** 978-1-4917-6721-4

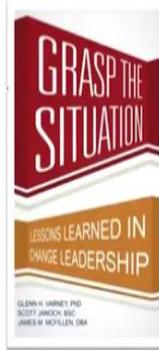


Image Source: <https://www.amazon.in/Grasp-Situation-Lessons-Learned-Leadership/dp/1491767219>

The book recommendation is about the lessons learned in change leadership. So therefore, it will be you will be able to understand.

(Refer to Slide Time: 31:47)

### Book Recommendation

- In this Book, you'll discover how to develop effective solutions by learning from the successes and failures of others.
- The authors present real-life scenarios so you can get better at diagnosing the problems plaguing your organization.
- Learn how to - identify the subtle symptoms that sicken your organization; - avoid placing your trust in the wrong people; - design training programs to fix problem behaviors; and - get leaders to lead and motivate the troops to change.

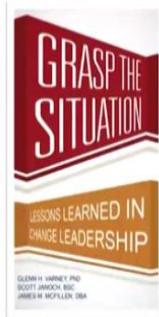


Image Source: <https://www.amazon.in/Grasp-Situation-Lessons-Learned-Leadership/dp/1491767219>

31

That is, how to develop an effective solution by learning from the success and failure of others is there. Furthermore, avoid placing your trust in the wrong people—design training programs to fix problem behaviours. Moreover, getting leaders to lead and motivate the troops to change is there.

(Refer Slide Time: 32:08)

## References

1. Heifetz, Ronald A. Leadership Without Easy Answers. Harvard University Press, 1998.
2. Heifetz, Ronald A., and Martin Linsky. Leadership on the Line. Harvard Business Review Press, 2002.
3. House, R. J., Hanges, P. J., Javidan, M., Dorfman, P. E., & Gupta, V. (Eds.). (2004). Culture, leadership, and organizations : the GLOBE study of 62 societies. Sage Publications, Inc.
4. Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (2015). Leadership: Enhancing the Lessons of Experience (8th Edition). McGraw Hill.
5. Hunt, J. G., & Osborn, R. N. (1982). No Toward a Macro-Oriented Model of Leadership: An Odyssey. In J. G. Hunt, U. Sekaran, & C. A. Schriesheim (Eds.), Leadership: Beyond Establishment Views (pp. 196–221). Southern Illinois University Press.
6. Kaplan, R. S., & Norton, D. P. (1996). The balanced scorecard : translating strategy into action.



These are the references which you can refer to for your further studies. Moreover, for this particular study material, and this is all about the, whenever we are talking about the situational leadership. So, here, the situational environment, how the people can face it, and what type of leadership will work.

(Refer Slide Time: 32:24)

## References

7. Kozlowski, S. W. J., & Doherty, M. L. (1989). Integration of Climate and Leadership: Examination of a Neglected Issue. *Journal of Applied Psychology*, 74(4). <https://doi.org/10.1037/0021-9010.74.4.546>
8. Merton, R. K. (1957). Social theory and social structure. Free Press.
9. Murphy, A. J. (1941). A Study of the Leadership Process. *American Sociological Review*, 6(5), 674. <https://doi.org/10.2307/2085506>
10. Person, H. S., (1928), Leadership as a Response to Environment, *Educational Record Supplement*, no. 6 pp. 9-21.
11. Schein, E. H., & Schein, P. (2017). Organizational culture and leadership. <https://learning.oreilly.com/library/view/-/9781119212041/ar>
12. Spiller, G. (1929), The Dynamics of Greatness, *Sociological Review* 21, pp. 218-32.
13. Thomas, W. I., & Znaniecki, F. (1974). The polish peasant in Europe and America. v. 1 v. 1. Octagon Books.



So, ultimately, the conclusion is this. It has to be that we have to understand that a reaction is required or respond as required in the given situation. Furthermore, if the response is required, we have to show interest in the response and then we have to work on that is a responsive leadership and make and avoid to make the reaction to the given situation and environment rather than responding. This is all about the situation, environment, and leadership.

**Leadership and Team Effectiveness**  
**Prof. Santosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology – Roorkee**

**Lecture – 31**  
**Culture and Leadership**

I have mentioned in my previous lecture that in a given situation a family culture, an organizational culture, a nation's culture that plays a very, very important the way leader reacts and responds and that has to be considered unless and until you do not consider the surrounding culture whether you are into a small group or into a large group then definitely there are the chances that leadership may not be effective.

So, therefore to make your leadership effective you have to concern with the culture and know the culture, what type of the culture and how to build the culture.

**(Refer Slide Time: 01:02)**

### CONTENTS

- About Organizational Culture
- Schein's Four Key Organizational Culture Factors
- Leaders and Culture
- What can Leaders do to create a more ethical culture?
- Three Types of Leadership Culture Development
- Theory of Organization Culture
- Research paper
- Case study
- Book recommendation
- References



36

So, therefore in this particular session, we will talk about the organizational culture. Schein's four key organizational culture factors, leaders and culture, what can leaders do to create a more ethical culture. Three types of leadership culture development, theory of organization culture, research paper, case study, and book recommendations as usual.

**(Refer Slide Time: 01:26)**

A Leadership Culture is one where everyone thinks like an owner, a CEO or a managing director. It is one where everyone is entrepreneurial and proactive.

-Robin Sharma



37

Everyone thinks like an owner, a CEO, or a managing director it is one where everyone is entrepreneurial and proactive is there and therefore it is the collective wisdom of the organization. Culture means the collective wisdom of the organization.

(Refer Slide Time: 01:46)

### About Organizational Culture

Culture is the tacit social order of an organization: It shapes attitudes and behaviors in wide-ranging and durable ways. Cultural norms define what is encouraged, discouraged, accepted, or rejected within a group. When properly aligned with personal values, drives, and needs, culture can unleash tremendous amounts of energy toward a shared purpose and foster an organization's capacity to thrive. Seven primary characteristics seem to capture the essence of an organization's culture:

- |                               |                     |
|-------------------------------|---------------------|
| 1. Innovation and risk taking | 5. Team orientation |
| 2. Attention to detail        | 6. Aggressiveness   |
| 3. Outcome orientation        | 7. Stability        |
| 4. People orientation         |                     |



38

Culture is a tacit social order of an organization. It shapes the attitudes and behaviours in wide-ranging and durable ways is there. So, whenever we are talking about the PESTEL political, economical, social, technological, environmental, and legal. So, when we are talking about the social dimension then the culture is becoming part of that social dimensions.

So, these attitudes and behaviors are there will be the different ways as per the society norms. So, cultural norms define what is encouraged, discouraged, accepted or rejected within a group. So, those practices some people may admire your practices so you are encouraged and

some practices will be discouraged. So, therefore in that case it is the essence of an organization culture is innovation and risk checking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness and the stability is there.

So, seven primary characteristics seem to capture an organization's culture is there. So, whenever you have to decide on the organization culture first find out these seven dimensions and then you will come to know that is whenever you are working what exactly the orientation is working. For example, in some organizations, it might be innovation and risk checking. So, that is creative organizations, knowledge-based organizations, and KPOs are there and if there is research then that will be working.

**(Refer Slide Time: 03:18)**

### Some Questions That Define Organizational Culture

- What can be talked about or not talked about?
- How do people wield power?
- How does a person get ahead or stay out of trouble?
- What are the unwritten rules of the game?
- What are the organization's morality and ethics?
- What stories are told about the organization?



39

Some question they defined the organizational culture is what can be talked about or not talked about. So, therefore in that case that is about your boss whether you are supposed to talk or you are not supposed to talk that is also a culture. So, if it is the culture is not talking about the boss, please follow that culture. How do people wield power? So, therefore those practices this secret of success that is to be identified.

How does the person get ahead or stay out of the trouble? So, therefore, for example, I always give the example of newly wedded daughter in law and when she enters the husband informs that is what get ahead or stay out of the trouble is there how to handle. So, what are the unwritten rules of the game? And therefore, everything is not the black and white they are between the lines and those unwritten rules of the game that has to be observed.

You have to be a keen observer and not only keen observer you should be adoptable and adoptive in your approach in nature. If you are not adoptive in your nature and approach believe me that is when it will be a very tough task to become leader. What are the organizations morality and ethics are there the practice is in the organizations, what stories are told about the organization is there?

So, like the unsung heroes are there the stories will be there and you are supposed to know about those particular stories.

(Refer Slide Time: 04:51)

### Schein's Four Key Organizational Culture Factors

**Myths and stories** are the tales about the organization that are passed down over time and communicate a story of the organization's underlying values. Virtually any employee of Walmart can tell you stories about Sam Walton and his behavior—how he rode around in his pickup truck, how he greeted people in the stores, and how he tended to "just show up" at different times.

**Symbols and artifacts** are objects that can be seen and noticed and that describe various aspects of the culture. In almost any building, for example, symbols and artifacts provide information about the organization's culture.



40

Myths and stories are the tales about the organization that are passed down over time and communicate a story of the organization's underlying values. So, therefore from the mother-in-law and grandmother-in-law so that is over the time what has been communicated. So, therefore organization's underlying values you will be understanding because when they will say oh this was allowed, this was not allowed, there was a fight, there was a struggle.

And then we got it or we have not got it even after our struggle. So, therefore in that case it is a story of the organizations underlying values by your bosses and super bosses. Virtually any employee of Walmart can tell you stories about Sam Walton and his behaviour how he rode around in his pickup truck, how he greeted people in the stores and he attended to just showing up at different times.

So, symbols and artifacts are objects that can be seen and noticed and that describe various aspects of the culture. So, in almost any building for example symbols and artifacts provide

information about the organization's culture. So, here we have to see that is what are the symbols are there and what are the notices are written because that will create you an imagination that is in this organization with the help of symbols and artifacts you will reach to the new destination.

(Refer Slide Time: 06:21)

### Schein's Four Key Organizational Culture Factors

**Rituals** are recurring events or activities that reflect important aspects of the underlying culture. An organization may have spectacular sales meetings for its top performers and spouses every two years. This ritual would be an indication of the value placed on high sales and meeting high quotas. Another kind of ritual is the retirement ceremony. Elaborate or modest retirement ceremonies may signal the importance an organization places on its people.

**Language** concerns the jargon, or idiosyncratic terms, of an organization and can serve several different purposes relevant to culture. First, the mere fact that some know the language and some do not indicates who is in the culture and who is not. Second, language can also provide information about how people within a culture view others. Third, language can be used to help create a culture.



41

So, Schein's four key organizational culture factors. Rituals are recurring, events or activities that reflect important aspects of the underlying culture. An organization may have spectacular sales meetings for its top performers and spouses every two years. The ritual would be an indication of the value placed on high sales and meeting high quotas and another kind of ritual is the retirement ceremony.

So, therefore in that case what type of the rituals are working that is from the top performers and the spouses every two years is there. So, this is where they will understand whether they will be able to follow the indication and adopt these signals. Language concerns the jargon on or idiosyncratic terms of an organization and can serve several different purposes relevant to the culture.

So, what language has been used and what jargons are used and then on basis of that you can find out that is the first the mere fact that some know the language and some do not indicate who is in the culture or who is not. So, therefore it is always told if you want to be a part of any place culture you know the first language. So, therefore it will be indicating that is who is a part of that culture and who is not part of that particular culture is there.

So, leaders and cultures must realize that can play an active role in changing in organization culture not just influenced by it. This is a very, very important point. So, when we are talking about the job and career. So, job is that whatever is there you observe and then you follow, but the career is that is you are not just influenced by it, but you make the correction in that also if that is required.

(Refer Slide Time: 08:15)

### Leaders and Culture

- Leaders must realize that they can play an active role in changing an organization's culture, not just be influenced by it.
- Leaders can change culture by attending to or ignoring particular issues, problems, or projects.
- They can modify culture through their reactions to crises, by rewarding new or different kinds of behavior, or by eliminating previous punishments or negative consequences for certain behaviors. Their general personnel policies send messages about the value of employees to the organization (such as cutting wages to avoid layoffs).
- They can use role modeling and self-sacrifice as a way to inspire or motivate others to work more vigorously or interact with each other differently.
- Finally, leaders can also change culture by the criteria they use to select or dismiss followers.



42

So, you play an active role whenever you play an active role in the leadership and the culture then definitely in changing the culture so then definitely you are going to be a successful leader in that organization. Leaders can change culture by attending it or ignoring particular issues, problems or projects are there. So, therefore the task basically how they are doing the task is there.

A positive and negative consequences of certain behaviour is their general personnel policies that send messages about the value of employees to the organization such as cutting wages to avoid layoffs. They can use role modeling and self-sacrifices as a way to inspire or motivate the others to work more vigorously or interact with each other differently is there. So that is a team-building culture.

Whenever we are talking about the team-building culture so it will be way whether they inspire or motivates to others. Finally, leaders can also change culture by critically they are analyzing the situation and working on that.

(Refer Slide Time: 09:20)

## What can Leaders do to create a more ethical culture?

- **Be a visible role model:** Employees will look to the actions of top management as a benchmark for appropriate behavior. Send a positive message.
- **Communicate ethical expectations:** Minimize ethical ambiguities by sharing an organizational code of ethics that states the organization's primary values and ethical rules employees must follow.
- **Provide ethical training:** Set up seminars, workshops, and training programs to reinforce the organization's standards of conduct, clarify what practices are permissible, and address potential ethical dilemmas.



43

And what can leaders do to create a more critical ethical culture in the organization if they want to create be a visible role model. So, employees will look to the actions of top management a benchmark for appropriate behaviours send a positive message. Simple example is about the employee engagement and they find their leader is fully engaged in committed to the organization the culture flows from top to management and top management will become the benchmark for the engagement at the work and for the appropriate behaviour.

Communicate the ethical expectations. So as I mentioned that is the moral emotions so that will communicate the ethical expectations. So, an organizational code of ethics that states the organization's primary values and ethical rules employees must follow. So, provide the ethical training, setup the seminars, workshops and training program to reinforce the organization standard of conduct.

And that clarify what practices are permissible and address potential ethical dilemmas are there. So, here it is the ethical training is required. So, one is that is whatever the observation is there; one is the standard of conduct what practices are permissible. So, orientation programs basically. So, they are talking about the practices are permissible and whatever the potential is there to adopt a particular culture.

**(Refer Slide Time: 10:50)**

## What can Leaders do to create a more ethical culture?

- **Visibly reward ethical acts and punish unethical ones:** Appraise managers on how their decisions measure up against the organization's code of ethics. Review the means as well as the ends. Visibly reward those who act ethically and conspicuously punish those who don't.
- **Provide protective mechanisms:** Provide formal mechanisms so employees can discuss ethical dilemmas and report unethical behavior without fear of reprimand. These might include ethical counselors, ombudsmen, or ethical officers.

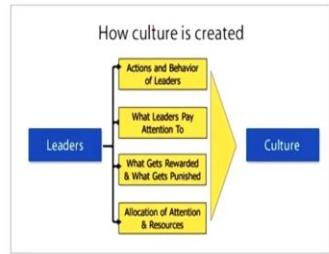


Image Source: <https://www.funteambuilding.com/wp-content/uploads/2015/07/corporate-culture.jpg>

44

So how they can create a more ethical culture? Visibly reward ethical acts and punish the unethical ones, appraise the managers on how their decisions measure up against the organization's code of ethics. So, review the means as well as the ends. Visible reward those who act ethically and conspicuously punish those whose do not. So, here how culture is created that is a leaders.

So, action and behaviour of the leaders what leaders pay attention to that is much details they go, what get rewarded and what get punished what is that they appreciate and what they do not and allocation of the attention and resources and whatever resources are allocated and as a result of which the person will be able to create that particular culture. Now provide the protective mechanism is there.

So, I can discuss ethical dilemmas and report unethical behaviour without fear of reprimand. So, therefore in that case that is a protective mechanism is important if somebody is saying that this is going wrong then in that case he should be protected. This might include ethical counselors; ombudsmen are the ethical officers are there and they have to know this that is to create that protective mechanism so openness is required at the workplace.

They have to these ethical counselors are there. So, ethical counselors will advice that is this thing is going wrong in long term this will create a negative impact so we should stop that.

**(Refer Slide Time: 12:23)**

## Positive Organizational Culture

- A positive organizational culture emphasizes building on employee strengths, rewards more than it punishes, and emphasizes individual vitality and growth. Let's consider each of these areas.
- **Building on Employee Strengths** Although a positive organizational culture does not ignore problems, it does emphasize showing workers how they can capitalize on their strengths.
- **Rewarding More Than Punishing** Although most organizations are sufficiently focused on extrinsic rewards such as pay and promotions, they often forget about the power of smaller (and cheaper) rewards such as praise. Part of creating a positive organizational culture is "catching employees doing something right."



45

The positive organizational culture; a positive organizational culture emphasizes building on employee strength, rewards more than punishes, and emphasizes individual vitality and growth. So, let us consider each of these areas. So, building on employee strengths. So, although a positive organizational culture does not ignore problems it does emphasize showing workers how they can capitalize on their strength is there.

So, therefore in that case that is the whenever we are talking about the performance of the employee so it does not ignore the problems that are there. It does emphasize to workers how they can capitalize on their strengths more than punishing. Now the culture is there that is the rewarding culture is there of course there will be punishment, but more is towards the rewarding is there.

Although most organizations are sufficiently focused on extrinsic rewards such as pay and promotions they often forget about the power of these smaller and cheaper rewards such as praise. Part of creating a positive organizational culture is catching the employee doing something right is there. So, therefore in that case they always when you are praising your employees those who are creating a positive organizational culture.

And always saying oh these are the employees because those who are doing something right and as a result of which our organization is sustainable. So, therefore that is appraising the employee that will create this type of appreciation positive culture.

**(Refer Slide Time: 13:56)**

## Positive Organizational Culture

- **Emphasizing Vitality and Growth:** No organization will get the best from employees who see themselves as mere cogs in the machine. A positive culture recognizes the difference between a job and a career. It supports not only what the employee contributes to organizational effectiveness but also how the organization can make the employee more effective—personally and professionally.



Image Source: <https://blog.readytomanage.com/wp-content/uploads/2014/01/creating-a-positive-organizational-culture.jpg>

46

Emphasizing vitality and growth. So, no organization will get the best from their employees who see themselves as the mere cogs in the machine is there. So, therefore it always has emphasizing the importance of your employees. In a positive culture on the organization, there is a difference between a job and a career. If suppose not only what the employee contributes to the organizational effectiveness, but also how the organizations can make the employee more effective personally and professionally.

So, it is not like towards the one-sided direction a very good point is there. It is from the employee to the organizational effectiveness no. The organizations also can make the employees more effective personally and professionally by making how by appreciating them and giving them opportunity and training and development or the counseling is there or appraising the employees reward monetary and non monetary rewards also can be given.

And on the basis of the monetary and non monetary award this type of culture that can be developed into the organization. So, here if we talk about that is how the leaders has to create the culture.

**(Refer Slide Time: 15:15)**

### Three Types of Leadership Culture Development

Leadership culture is the way things are done; it's the way people interact, make decisions, and influence others. Leaders' own conscious and unconscious beliefs drive decisions and behaviors, and repeated behaviors become leadership practices. Because these practices eventually become the patterns of leadership culture, leaders must understand their responsibility in creating or changing it.



Image Source: <https://www.ccl.org/wp-content/uploads/2020/11/types-of-organizational-cultures-infographic-center-for-creative-leadership-1024x536.jpg>

47

So, three types of the leadership culture developments are there dependent, independent and interdependent the way things are done. It is the way people interacts, make decisions and influence others. Leaders own conscious and unconscious belief decisions and behaviours. As repeated behaviour becomes leadership practices because this practices eventually become the pattern of leadership culture and the leaders must understand that a responsibility is creating of changing it is there.

So, it is always the leaders their conscious behaviour that is how he is behaving at the workplace and when he repeats his behaviour and that is becoming the leadership practices and whenever these types of the practices are there so then this will create the pattern of the culture and the leaders must understand their responsibility in creating or changing it is there. So, therefore here you will find that it is becoming important that is whenever we are talking about the leadership culture development.

So, we can create those practices, practices in the organization and when these organizations are created then it becomes a leadership has become the flow as a form of a culture because as the seniors are doing the same will be followed by the followers and therefore in that case this whatever type of the conscious or the unconscious behaviour the practices which the leader follow and that will be making the sense at the workplace. The sense is rising to the employees.

**(Refer Slide Time: 16:56)**

## Dependent leadership cultures

Organizations that emphasize top-down control and deference to authority. In general, you can think of dependent cultures as "conforming" cultures. Other characteristics often associated with dependent cultures include these:

- There may be a command and control mind-set.
- Seniority and position levels are important bases of respect.
- There's great emphasis on keeping things running smoothly.
- Most people operate with the philosophy that it's usually safest to check things out with one's boss before taking a new direction.



48

Organization did emphasize top-down control and reference to authority in general you can think of the dependent culture as the confirming cultures and the other characteristics often associated with the dependent cultures and these type of, they may be a command-and-control mindset so there will be authority at the top they will be commanding. Seniority and position levels are important basis of respect.

So, therefore in that case because it is a top down is there and then here you will find that is the seniority and high position level before they are making the influence. There is great emphasis on keeping things running smoothly. So, therefore there is nothing to worry about the running things smoothly because already from the top to bottom there will be the directions.

Most people operate with the philosophy it is usually safest to check things out with one's boss before taking a new direction is there because this is a culture from top to bottom. So, therefore in that case the middle level management or the junior management level of management if somebody is working then in that case definitely, he is supposed to take the senior into the confidence.

If he is taking the senior into the confidence then definitely, he will be able to lead the organization along with the culture of the organization.

**(Refer Slide Time: 18:26)**

## Independent leadership cultures

There's great emphasis on individual responsibility; decentralized decision making; and the promotion of experts, professionals, and individual contributors into positions of authority. In general, you can think of independent cultures as "achievement-oriented" cultures. Other characteristics associated with independent cultures include these:

- The results that leaders achieve, whatever it takes, are an important basis of respect.
- Even during times of stress, there is great pressure not to let performance numbers go down.
- Bold and independent action that gets results is highly prized.
- The organization is successful because of its large number of highly competent and ambitious individuals.



49

Independent leadership cultures are there on individual responsibility, decentralized decision making and the promotion of experts, professionals and individual contributors into the positions of authority. In general, you can think of the independent cultures as the achievement-oriented culture is there and other characteristics associated with the independent culture include this.

So, therefore whenever you are talking about the independent leadership culture is there so then here it is the achievement-oriented culture is there because the person who wants to prove himself then leaders achieve whatever it takes are an important basis of respect. Even during the times of stress there is a great pressure not to let performance numbers go down. Bold and independent actions that get result is highly priced.

The organization is successfully because of its large number of highly competent and ambitious individuals are there and every individual is the self dependent and therefore he is the unit of the organization. He himself is in unit and whatever the situation will arise in a given situation he will take the decision of his own. He will not make the responsible to the top management or he will not blame to the lower management rather than he will be doing everything with the confidence of himself.

**(Refer Slide Time: 19:49)**

## Interdependent leadership cultures

There's widespread use of dialogue, collaboration, horizontal networks, valuing of differences, and a focus on learning. In general, you can think of interdependent cultures as "collaborative" cultures. Other characteristics associated with interdependent cultures include these:

- Many people wear several hats at once, and roles change frequently as the organization continually adapts to changing circumstances.
- People believe it's important to let everyone learn from your experience, even your mistakes.
- There's a widely shared commitment to doing what it takes to make the entire organization be successful, not just one's own group.
- Openness, candor, and building trust across departments are valued.



50

The third one is about the interdependent leadership cultures. So, there is the widespread use of dialogue, collaboration, horizontal network, valuing of the differences, and the focus on learning. In general, we can think of interdependent cultures as the collaborative cultures and other characteristics associated with the independent cultures so therefore interdependent cultures are there in this case.

So, in interdependent cultures there is a dependent culture, there is an independent culture, and when we talk about the interdependent culture so both cultures or the employees are having the practices which are having the collaborative practices. So, many people have several heads at once and roles change frequently as the organization continually adapts to changing circumstances.

So, people believe it is important to let everyone learn from your experience even your mistakes. So, we have to learn from our mistakes also. So, there is a widely shared commitment to doing what it takes to make the entire organization be successful not just once own group rather than complete so not the department or not section rather than the whole organization openness, candor, and building trust across departments are valued are there.

So, therefore in that case whenever they are interacting from one department to another department, they are having the openness and the culture of building the trust is created. So, therefore when there is a trust among these all the employees or the leaders in the organization you can imagine that how progressive will be the organization is there.

**(Refer Slide Time: 21:27)**



51

So, leadership culture development, interdependent, independent and dependent is there. So, how do we achieve the agreement on direction? So, on direction is a result of shared exploration and the emergence of new perspectives in the interdependent. Agreement and direction of the result of the discussion, mutual influence and compromise. Agreement and direction of the results of the willingness, and compliance with authority is there.

So, that is what is the dependent is there. Similarly, the alignment of how do we coordinate our work so that all fits together and the alignment results from the ongoing mutual adjustment among the system responsible people are there and the alignment in the case of the independent results from the negotiation among the self-responsible people and when dependent is there from the fitting into the expectations of the larger system.

So, therefore that is from the external to internal is there whenever we are talking about the dependent is there. So, here it is the expectation of the larger system that will be fulfilled, and as far as the commitment is concerned, maintain the commitment to the collective, commitment is just from the engagement in a developing community, commitment is just from the evaluation of the benefits of for self while benefitting the larger community is there.

And the commitment results from the loyalty to the sources of authority or to the community itself is there. So, therefore whenever we are talking about the dependent is there so it is a loyalty to the source of authority is there like in the case, we have seen that is direction alignment and commitment. So, in a development community there will be more and more

interdependent so collaborative approach. So, many times the collaborative approach they become the better approach.

**(Refer Slide Time: 23:21)**

### Theory of Organizational Culture

- **Competing Values Framework:** It derives its name from the fact that the values depicted on opposite ends of each axis are inherently in tension with each other.
- They represent competing assumptions about the desired state of affairs in the organization. The core values at one end of each axis or continuum are opposed to the core values at the opposite end.
- Thus it's impossible that an organization could be both extremely flexible and extremely stable all the time. An organization's culture represents a balance or trade-off between these competing values that tends to work for that organization in its particular competitive environment.
- The Competing Values Framework was designed to help organizations be more deliberate in identifying a culture more likely to be successful given their respective situations, and in transitioning to it.



52

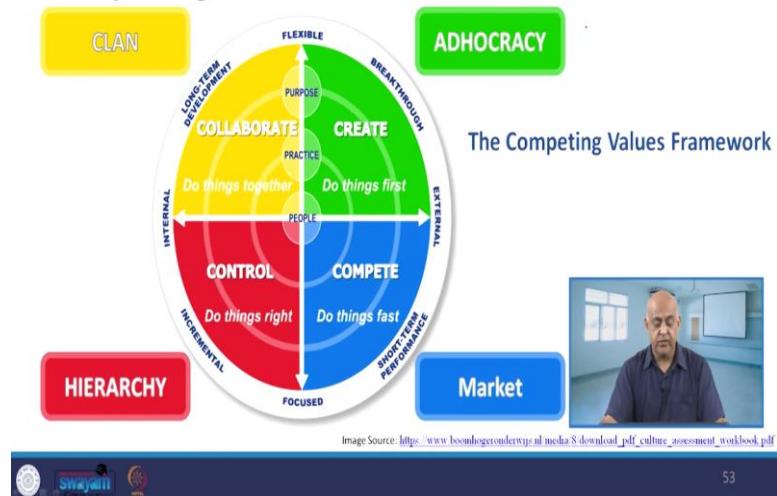
Now we will take the theory of organizational culture that is competing values framework. It is name from the fact that the values depicted on opposite ends of each axis are inherently in tension with each other is there. So, they represent the competing assumptions about the desired state of affairs in the organization. The core values at once end of each axis or continuum are opposed to the core values at the opposite ends are there.

Thus, it is impossible that an organization could be both extremely flexible and extremely stable all the time. So, at the same time that is extremely flexible also and extremely stable also. A culture represents the balance or the tradeoff between those competing values that tend to work for that organization in its particular competitive environment is there. So, always whenever there will be a challenging of any particular situation now it will depend on that is what culture is there and how the culture respond to that particular challenge.

The competing values are designed to help organizations to be more deliberate in identifying a culture more likely to be successful given their respective situations and in the transitioning to it. So, therefore whenever we are talking about the competing values framework that is the values are to towards the means and the ends.

**(Refer Slide Time: 24:44)**

## Theory of Organisation Culture



So, theory of organization culture let us talk about the clan, the adhocracy, the hierarchy and the market is there. So, therefore that is the control incremental is there, so do the things right, do things fast, compete that is the focus, breakthrough that is create to do the things first and collaborate is there do the things together. So, that is about the interdependent is there.

So, here you find the collaboration is done in the long-term development is there and whenever we talk about the compete that is in the short-term performance this will be the strategy will be there. So, it has to be the focused and flexible is there and there will be the internal factors and there will be the external factors will be there. So, on the basis of this the competing values framework that can be decided.

And whenever we are having the flexible and internal then definitely will have the collaborative. What I feel is that is the yes, any given situation definitely leadership will work from top to bottom so it can be direct or it can be indirect also, but whenever we are talking about the flexible and internal is there. So, organization is required to be flexible. Sometimes organizations are focus also.

So, when organization is very much focus then the internal people and the control incremental control so therefore do the things right when we are working. So, it is not always that is we are going for the breakthrough and create and do the things first and do the things together. So, therefore in that case it is becoming better that is we are doing the things right.

If we are doing the things right then the competing value of the framework that will be achieved.

Now here you see that is the four dimensions whenever we are talking about. So, it is becoming the adhocracy market, hierarchy and the clan is there and whenever we are having the clan, hierarchy and adhocracy then definitely in that case we will be able to collaborate, to create, to compete and to control is there and this will be decided for the purpose, practice and people.

So, what is our purpose is there. So, purpose is to be flexible, what is our practice is there to collaborate, create, compete and control is there and what is our approach is there that is about the internal and the external is there. Whenever we are focused about this particular structure then definitely, we will be able to get the long term development, breakthrough that is if any new innovations, new intervention is to be developed by the organization then there will be the breakthrough also in this organization.

And in the case of this short-term performances then naturally our purpose, practice and the focus by the people that will change and whenever we want to give the increment. Now, I would like to mention that is the incremental is becoming like, for example, the hierarchy is concerned and that is always have been preferred by the organization. More and more reward towards the incremental in the organization better and better you will find that is you are able to develop.

However, these four dimensions that is about the clan, adhocracy and market is concerned then definitely for developing this competing value framework it is becoming necessary that is we consider all the four parameters and when we consider all the four parameters and the strategies, I am sure that is that particular organization culture which we want to create that will be becoming successful.

**(Refer Slide Time: 28:44)**

## Hierarchy culture.

- Organizations that emphasize stability and control, and also focus their attention inward (on how people within the organization interact with each other, on whether internal operating procedures are followed, and so forth), have a **hierarchy culture**.
- Organizations with a hierarchy culture tend to have formalized rules and procedures; they tend to be highly structured places to work.
- Following standard operating procedures, or SOPs, is the rule of the day. The emphasis is on ensuring continuing efficiency, smooth functioning, and dependable operations.  
**Examples of hierarchy cultures** are government agencies, fast-food chains, and traditional large manufacturing companies



54

So, that emphasize stability and control and also focus their intention inward. So as a hierarchy culture, formalize rules and procedure that tend to be highly structured places to work and always have the example of the hierarchy cultures is there. So, normally in the government agencies you will find that is the example, hierarchy cultures are government agency, fast food chains and traditional large manufacturing companies are there where the organizations are emphasizing their attention inward and then have a hierarchy to formalize rules and procedures are there.

(Refer Slide Time: 29:18)

## Market Culture

- Organizations that, like hierarchy cultures, emphasize stability and control but focus their attention primarily on the external environment (outside the organization itself) are called **market cultures**.
- Their interest is more on interactions with external constituencies like customers and suppliers. Market cultures are competitive and results-oriented, and the results that count most are typically financial measures of success such as profit.
- To ensure discipline in achieving these ends, there is great emphasis on achieving measurable goals and targets.
- Fundamentally, what characterizes market cultures is a pervasive emphasis on winning, often defined simply as beating the competition.



55

Whenever we are having the market culture is there then hierarchy culture emphasize stability and control, but focus their attention primarily on the external environment outside the organization itself across the market culture is there and their interest is more on interaction with external constituencies like customers and suppliers. So, that market culture

is the competitive and result oriented and the result that count most are typically financially measures of the success such as profit.

To ensure disciplines in achieving these ends there is a great emphasize on achieving the measurable goals and the targets is there. So, what characterizes market culture is a pervasive emphasis on winning often defined simply as beating the competition is there.

**(Refer Slide Time: 30:01)**

### Clan Cultures

- Organizations that emphasize having a high degree of flexibility and discretion, and that also focus primarily inward rather than outward, are known as **clan cultures** because in many ways they can be thought of as an extended family.
- A strong sense of cohesiveness characterizes clan cultures along with shared values and a high degree of participativeness and consensus building.
- Clan cultures believe their path to success is rooted in teamwork, loyalty, and taking care of people within the organization, including their continuing development. In a real sense clan cultures can be thought of as relationship cultures.



56

The clan cultures; so, organization that emphasize having a high degree of flexibility and discretion and that also focus primarily inward rather than outward are known as the clan cultures are there because in many ways they can be thought of as an extended family. A strong sense of cohesiveness characterizes clan cultures along with the shared values and a high degree of participativeness and consensus building is there.

Rooted in the teamwork, loyalty and taking care of people within the organization including their continuing development in a real sense. Clan cultures can be thought of as a relationship culture is there.

**(Refer Slide Time: 30:39)**

## Adhocracy Cultures

- Finally, organizations that emphasize having a high degree of flexibility and discretion, and that focus primarily on the environment outside the organization, are called **adhocracy cultures**.
- In many ways adhocracy cultures represent an adaptation to the transition from the industrial age to the information age. Organizational culture is most responsive to the turbulent and rapidly changing conditions of the present age.
- The name adhocracy has roots in the phrase ad hoc, which means temporary or specialized. Adhocracy cultures are by nature dynamic and changing so as to best foster creativity, entrepreneurship, and staying on the cutting edge. This requires a culture that emphasizes individual initiative and freedom.



57

Adhocracy culture finally organization that emphasizes having in high degree of flexibility and discretion that focuses primarily on the environment outside the organization that is called the adhocracy culture is there. So, in many ways adhocracy cultures represent adaptation to the transitions from the industrial age to the information age is there. So, organizational culture is most responsive to the turbulent and rapidly changing conditions of the present age and therefore in that case we are moving towards the information age.

The name adhocracy has roots in the phrase ad hoc which means temporary or specialized. So, adhocracy culture is by the nature dynamic and changing so best foster creativity, entrepreneurship and staying on the cutting edge. This requires a culture that emphasizes individual initiative and the freedom is there.

(Refer Slide Time: 31:30)

## Summary of Theory of Organizational Culture

- The complexities and necessities of organizational life and survival inevitably require that all cultures include elements from all four of the cultures (that is, all cultures put some value on all the competing values). What differentiates one culture from another, then, is the relative predominance of one culture type over the others.
- Nonetheless, it should be apparent that quite different approaches to leadership are called for based on which of these four distinctive cultures dominates any organization.
- Leadership in hierarchy cultures, for example, emphasizes careful management of information, monitoring detailed aspects of operations, and assuring operational dependability and reliability.



58

So, in the summary what we can say the complexities and necessities of the organizational life and survival inevitably require all cultures. So, it is not like these that is the organization may work into any single culture. It includes the elements from all four of the cultures. All cultures put some value on the competing values are there. So, what differentiates one culture from another is relative predominance of one culture type over the other is there.

So, nonetheless it would be apparent from the quite different approaches to leadership are called for based on which of these four distinctive cultures and dominates any organization, but please keep in mind that is the leadership in hierarchy culture for example emphasizes careful management of information, monitoring detail aspect of operations and assuring operational dependability and reliability is there.

While in the case of when we are talking about the combination of all the four cultures then definitely in that case that will be the collective wisdom as I have mentioned.

**(Refer Slide Time: 32:36)**

### Summary of Theory of Organizational Culture

- In contrast, leadership in market cultures places a premium on aggressiveness, decisiveness, productivity (which is not the same thing as stability or continuity), and outperforming external competitors.
- Leadership in a clan culture focuses on process more than output, especially as it pertains to minimizing conflict and maximizing consensus.
- A premium is placed on leadership that is empathetic and caring and that builds trust. And leadership in adhocracy cultures requires vision, creativity, and future-oriented thinking.



59

In contrast leadership in market cultures places a premium on aggressiveness, decisiveness, productivity which is not the same thing as stability or continuity and the outperforming external competitors. So, leadership in a clan culture focuses on process more than output especially as it pertains to minimizing conflict and maximizing the consensus are there. A premium is placed on leadership that is empathetic and caring that builds trust.

And leadership is adhocracy cultures requires vision and creativity and the future oriented thinking is there.

(Refer Slide Time: 33:08)

## RESEARCH PAPER



Leadership & Organization  
Development Journal  
Vol. 32 No. 3, 2011  
pp. 291-309  
© Emerald Group Publishing Limited  
0143-7739  
DOI 10.1108/0143731111122933

### Leadership vision, organizational culture, and support for innovation in not-for-profit and for-profit organizations

James C. Sosnoski and Brian K. Cooper  
*Department of Management, Monash University, Melbourne, Australia, and*  
Joseph C. Santora  
*Department of Management, Monash University, Melbourne, Australia and*  
*School of International Management, École des Ponts ParisTech, Paris, France*

Received March 2010  
Revised August 2010  
Accepted August 2010

#### Purpose

The purpose of this paper is to investigate the relationships among leadership vision, organizational culture, and support for innovation in not-for-profit (NFP) and FP (For Profit) organizations. It hypothesizes that in NFPs, a socially responsible cultural orientation mediates the relationship between leadership vision and organizational support for innovation, whereas in FPs, a competitive cultural orientation mediates this relationship..



So, as usual this is the research paper which is suggested and found to be relevant, leadership vision, organizational culture and support for the innovation in not for profit and for-profit organizations is there so Cooper and Santora.

(Refer Slide Time: 33:26)

#### Design/methodology/approach

This is an empirical study that draws upon a large survey of 1,448 managers and senior executives who are members of the Australian Institute of Management.

#### Findings

Path analytic modelling provides partial support for the hypotheses. Although the predicted mediation effects occurred in NFPs and FPs, the strength of relationship between leadership vision and the two dimensions of organizational culture did not differ between the sectors. This was despite the observation that NFPs scored higher on a socially responsible cultural orientation than FPs, whereas FPs scored higher on a competitive cultural orientation.



And this particular paper which is for the path analytic and modeling provides partial support for the hypothesis.

(Refer Slide Time: 33:33)

### Practical Implications

- The implications of these findings are significant in the development of leaders responsible for sustaining organizational growth and competitiveness during times of substantial social and economic turmoil. When times are problematic and workers feel their job security threatened, transformational leaders able to articulate vision and engage workers in that vision also help build strong, creative, and competitive businesses, regardless of the organizational sector.
- The findings of the study suggest that helping leaders better articulate their organizational visions is a worthwhile endeavour, because these leaders engage their workers in the strategic orientation of their organizations and build innovative and creative enterprises as a result.



And these finding of the study suggest that helping leaders better articulate their organizational visions is a worthwhile endeavor because these leaders engage their workers in the strategic orientation of their organization and build innovative and creative enterprise as a result which is the innovative organization.

(Refer Slide Time: 33:55)

### Case Study: Did Toyota's Culture Cause Its Problems?

- You may be familiar with the problems that have recently plagued Toyota. However, you may not know the whole story. First the facts. In 2010 Toyota issued a series of recalls for various models. The most serious was for a defect called "unintended acceleration," which occurs when a car accelerates with no apparent input from the driver. Investigations revealed that unintended acceleration in Toyota cars has been the cause of 37 deaths since 2000. When the problems first surfaced, however, Toyota denied it was the cause. Eventually, Toyota apologized and recalled more than 9 million cars.
- To many, the root cause of Toyota's problems was its insular, arrogant culture. Fortune argued: "Like GM before it, Toyota has gotten smug. It believes the Toyota Way is the only way." Time reported "a Toyota management team-



Image Source: <http://read012.dedicated.net/cade012/betaIS/20180324/5c4950055034457ba5e273ba1.jpg>

63

This is the case study of the Toyota the Toyota's culture cause its problem that is if this is the culture how they have taken care of.

(Refer Slide Time: 34:04)

## Case Study (Cont.)

- Probably. But it's been that way for a long time, and it's far from clear that the culture, or even the company's cars, is responsible for the sudden acceleration problems.

### Questions

1. If you were the Leader/CEO of Toyota when the story was first publicized, how would you have reacted?
2. Is it possible to have a strong—even arrogant—culture and still produce safe and high-quality vehicles?



66

And there you will find that is the only if you are the leader CEO of the Toyota when the story was first publicized how would you have reacted. If it is possible to have a strong even arrogant culture and still produce safe and high-quality vehicles. So, does it work and does it require. So, you can answer these questions.

(Refer Slide Time: 34:26)

### BOOK RECOMMENDATION:

**Organizational Culture and Leadership**  
(The Jossey-Bass Business & Management Series)

- Authors: Edgar H. Schein
- Publisher: John Wiley & Sons; 4th edition (27 August 2010)
- Language: English
- Paperback: 464 Pages
- ISBN: 0470190604

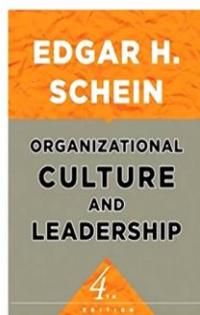


Image Source: [https://images-na.ssl-images-amazon.com/images/I/51oHilmH4L.\\_SX374\\_BO1,204,203,200\\_.jpg](https://images-na.ssl-images-amazon.com/images/I/51oHilmH4L._SX374_BO1,204,203,200_.jpg)



As usual this is the book organizational culture and the leadership and that is by the Jossey Bass Business and Management Series author is the Edgar H. Schein is there please read this book and therefore you will get the role of the culture is there.

(Refer Slide Time: 34:42)

## References

- Sarros, J.C., Cooper, B.K. and Santora, J.C. (2011), "Leadership vision, organizational culture, and support for innovation in not-for-profit and for-profit organizations", *Leadership & Organization Development Journal*, Vol. 32 No. 3, pp. 291-309.
  - Hughes, R. L., Ginnette, R. C., & Curphy, G. J. (2012). LEADERSHIP: enhancing the lessons of experience. In *LEADERSHIP: enhancing the lessons of experience*.
  - Robbins, S. P., & Judge, T. (2007). Organizational behavior. Upper Saddle River, N.J: Pearson/Prentice Hall.
  - Schein, E. H. (1985). Organizational culture and leadership. San Francisco: Jossey-Bass Publishers.
- 
- <https://hbr.org/2003/12/developing-your-leadership-pipeline>
  - [https://info.hoganassessments.com/hubfs/EL\\_Hogan\\_Comp\\_Model.pdf](https://info.hoganassessments.com/hubfs/EL_Hogan_Comp_Model.pdf)
  - <https://www.ministrylibrary.com/5-leadership-pipeline-mistakes-hope-youre-not-making/>
  - <https://iveybusinessjournal.com/publication/building-leaders-at-every-level-a-leadership-pipeline/>
  - <https://www.igi-global.com/dictionary/leadership-pipeline/16737>



69

These are the references which have been suggested and taken and this material from this books and issues. I am sure it is creating a vision and developing a culture in the organization first identifying the culture and then building the culture that you will be enough capable as a leader. Thank you.

**Leadership and Team Effectiveness**  
**Prof. Santosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology – Roorkee**

**Lecture – 32**  
**Global Leadership**

Today in this session we will talk about the global leadership and you know that our Prime Minister is talking about the Glocal concept. Glocal means that is be global and remain local. So, therefore in that case how we can develop that particular global leadership that we will be talking in this session.

**(Refer Slide Time: 00:43)**

**Contents**

- Global Leadership
- Global vs Domestic Leadership
- Four Dimensions of Complexity in the Global Context
- Global Leadership Essentials
- GLOBE study
- Research Paper
- Case Study
- Book Recommendation
- References



Image: <https://www.imd.org/contentassets/ad459139e5e146978609b967a9d2323/no-37-global-leadership-and-global-teams-big.jpg>

2

Here we will talk about global leadership, global versus domestic leadership, four dimensions of complexity in the global context, global leadership essentials, GLOBE study, research paper, case study, a book recommendation, and the references are there. So, as usual, we will be having these research papers and case study book recommendations and further references for you.

**(Refer Slide Time: 01:09)**

## **There are four ingredients in true leadership: brains, soul, heart and good nerves.**

Klaus Schwab (Founder, World Economic Forum)



3

Now, whenever we are talking about global leadership there are four ingredients in true leadership that is brain, soul, heart and good nerves are there. So, therefore according to the founder of the World Economic Forum. So, whenever we are talking about true leadership it is the brains. So, brains mean that is in other sense I will like to talk about the IQ intelligence quotient is there, the soul is there that is spirituality is there.

And heart and good nerves are there that is emotional is there. So, therefore in the case that IQ, EQ, and SQ are in this context we talk about the brains, soul, heart and good nerves are there. So, whenever we are having that much of an intelligent quotient then definitely, we will be having that particular sort of this decision-making process, but the decision-making process is not the only basis of intelligence.

This decision-making process is based on the heart and good nerves also. So, therefore we are emotionally connected and ultimately it is a soul that is a spiritual quotient is there.

**(Refer Slide Time: 02:17)**

## Global Leadership: Where Did It Come From?

- The 1970s saw an increase in the number of studies done on expatriate managers (a person working abroad) and the challenges associated with managing subordinates from national cultures other than their own.
- The studies of expatriates in the 1980s and 90s raised awareness and insight regarding the role that culture plays as a significant variable in cross-cultural managerial leadership effectiveness.
- Much of this research was driven by the advent of globalization as a new reality in international business.



4

Now when global leadership where did it come from? The 1970s saw an increase in the number of studies done on the expatriate managers, a person working abroad and therefore in that case and the challenges associated with the managing subordinates from national cultures other than their own. So, when your team is created and your team is having this number of employees who are coming from the different countries.

So, naturally, their culture is the difference and those subordinates from the national cultures so, therefore, the managing subordinates is becoming different that is the studies of the expatriate in the 1980s and 1990s raised awareness and insight regarding the role that culture plays as a significant variable. So, naturally, these employees are coming from a different culture. So, they are coming in different countries, from a different culture.

So, therefore in that case the boss or leader should be aware about these things that is the subordinates, his team members those who are having. So that insight was regarding the role that culture plays as a significant variable in cross-cultural and managerial leadership effectiveness. So, because the leader is coming from a different across culture leadership effectiveness.

So, therefore if you want to be effective in the cross-culture you should be well aware of the different cultures, and their practices. Then much of this research was driven by the advent of globalization. So, slowly and slowly what happened that is these international employees they have increased since the 1970s and therefore the changes in challenges were seen by the leader.

To overcome these challenges and changes then that leader has to be trained accordingly because earlier there was neither of this change nor this challenge, but to meet this challenge the leader effectiveness naturally that manager leadership effectiveness, and organizational effectiveness that will depend on the performance of the all the employees those who are working and coming from the different countries.

(Refer Slide Time: 04:45)

### What is Global Leadership?

A **global** leader is an individual who inspires a group of people to willingly pursue a positive vision in an effectively organized fashion while fostering individual and collective growth in a context characterized by significant levels of complexity, flow, and presence.

The **leadership** of individuals who influence and bring about significant positive changes in firms, organizations, and communities by facilitating the appropriate level of trust, organizational structures and processes, and involving multiple stakeholders, resources, cultures under the various conditions of temporal, geographical and cultural complexity.



5

So, what is a global leadership is there? A global leader is an individual who inspires a group of people to willingly pursue a positive vision in an effectively organized fashion. So, it is an actually an individual who is inspiring a group of people and that is also willingly so towards what? Towards a positive vision because we have also seen the dark side of the leadership. So, therefore when we are talking about the global leadership.

So then global leadership is not in that context of any dark side rather than it is towards the positive vision. While fostering the individual and collective growth in a context characterized by a significant level of complexity, flow and presence is there, and therefore in that case it is becoming very, very important that is we are having a significant level of the complexity is there.

And that how these complexities in these contexts the leader is supposed to perform in a purposeful direction. The leadership of individuals who influence and bring about significant positive changes in firms, organizations, and communities by facilitating the appropriate level of trust, organizational structure, and processes. So, this is the dimension. So, what is the

goal? The goal is about the significant positive changes and whatever the dimensions which are affecting trust in organizational structure and processes.

So, these involve the multiple stakeholders, resources, and cultures under the various conditions of temporal then geographical and a cultural complexity is there.

(Refer Slide Time: 06:36)

### Global Leadership vs. Domestic Leadership

- Concerning international capability, global leadership has been defined as more complex than domestic by Maznevski and DiStefano (2000).
- Global leaders need to be explorers with a repertoire of alternate characteristics that differentiate themselves from "domestic" leaders (Minner, 2015, p. 123).
- Global leaders require not just emotional intelligence to work in different cultures and environments, but also cultural intelligence, or the "capability for successful adaptation to new cultural settings" (Minner, 2015).
- Regarding multicultural research has shown that domestic leadership is quite different than global leadership because what works in one country does not always work in another country (Morrison, 2000).



6

The global leadership versus domestic leadership what differences it makes? Concerning international capabilities global leadership has been defined as more complex than domestic by the Maznevski and DiStefano in 2000. So, therefore international capability will be definitely different because when people are coming from the different countries then to lead the international people that will require a different quality is there.

Global leaders need to be explorers with a repertoire of alternate characteristics that differentiate themselves from the domestic leaders. So, naturally there will be the difference in the international leaders and the domestic leaders. Global leaders require not just emotional intelligence to work in different cultures and environment, but also cultural intelligence. Now here this is the term that is about the cultural intelligence.

So, therefore in that case it is with the emotional intelligence there will be the cultural differences and that is the capability for successful adaptation to new cultural settings. So, therefore in that case there will be the successful adaptation will be to new cultural settings and that particular capability is required by the manager and to adopt this a beautiful terminology has been given that is the cultural intelligence because whenever you are

interacting with people may be within India because what is the Indian culture unity and diversity.

So, we are interacting with the different levels of these employees and different cultures, different states, and different religions. So, therefore who will be able to work in diversity and that is who is having a strong cultural intelligence. Regarding multicultural research has shown that domestic leadership is quite different than global leadership and this is also to be noticed that is global leadership is really different than domestic leadership is there because what works in one country does not always work in another country naturally. There will be this particular difference.

(Refer Slide Time: 09:02)

### Four Dimensions of Complexity in the Global Context

**Multiplicity:** This reflects the geometric increase in the number and type of issues that global leaders must deal with compared to domestic leaders. It reflects the necessity of global leaders having to deal with more and different competitors, customers, governments, stakeholders, and non-governmental organizations (NGOs).

**Interdependence:** Interdependencies generate complexity that global leaders must be able to attend to. The increase of interdependencies in economies, ventures, virtual teamwork, etc., all create a higher bar for leaders in terms of performance and skill set acquisition.



Four dimensions of complexity in the global context multiplicity this reflects the geometric increase in the number and type of issues that global leaders must deal. So, therefore a large number of increases is there that is why the global leaders have to face as compared to the domestic leaders. It reflects the necessity of global leaders having to deal with more and different competitors.

So, therefore in that case that it is becoming the totally different context in which they have to get the work done and therefore our influence be their team members. So, more and different competitors are there now here also we have to see because it is now the global village or the global completion, so your competitors will be also different. Customers, government and stakeholders that will be also different.

And nongovernmental organizations will be there. So, here we have to see that is the all the stakeholders, NGOs are there, government is there, customers are there, different competitors are there, all stakeholders they are creating the different culture and on basis of that this will be decided. So, what is a interdependence is there? Interdependence generate complexity that global leaders must be able to attend to.

When you are having this global level of these your organizational functioning then definitely the interdependency as it is increasing, but it is creating more complexities also and the leader has to attend it. The increase of interdependence is in economies, ventures, virtual teamwork etcetera all create a higher bar for leaders in terms of performance. So, therefore in that case the parameters in the terms of these economies, ventures and virtual teamwork is there.

So, therefore different these bars will be there and the leader has to cross the different barriers and in terms of performance and skill set acquisition is there and naturally that is not only the managerial performance, but also the operational performance that is skill set that is required.

**(Refer Slide Time: 11:22)**

### Four Dimensions of Complexity in the Global Context

**Ambiguity:** Lack of information clarity, unclear cause and effect relationships, and equivocality regarding information (multiple interpretations of the same facts) is increased in global work settings. Cross-cultural differences in norms in the interpretation of both qualitative and quantitative information add to the challenge of managing across borders.

And if multiplicity, interdependence, and ambiguity were not enough, the whole system is always in motion, **always changing**. And it seems to be changing at a faster rate all the time.



Third one is the ambiguity. So, it is a lack of information clarity, unclear cause and effective relationship is there and equivocality regarding the information. So, multiple interpretation of the same facts that is called the equivocality. So that equivocality is increasing global work settings, cross cultural differences in norms in the interpretation of both qualitative and quantitative information and it add to the challenge of managing across the borders is there.

So, here you will find that is all this challenges and changes that is to be seen and a multiplicity interdependence and ambiguity were not enough the whole system is always in motion always changing. So, therefore in that case and this is a continuous process it is not like that is it is a onetime change it will be the continuous process. So, therefore it is always in motion and always keep on changing.

It seems to be changing at a faster rate all the time this is also very, very important the rate of change. It is so fast by the time you make a one change and can adopt that particular change then another change enters. So, therefore this is becoming a totally very short cycled exercise, but essential exercise is there.

(Refer Slide Time: 12:37)



So, what are these global leadership essentials? Solid management and the leadership skills is there so therefore that is to be seen. The Glocal mindset as I was mentioning that is India is working on this Glocal mindset, leadership agility, extra efforts to bridge distance and intercultural competence is there and therefore in that case you will find that is these leadership essential at a global level is required that your practices should be having these solid management and leadership skills.

(Refer Slide Time: 13:12)

## Global Leadership Essentials

### 1. Solid Management and Leadership Skills

Management	Leadership
Management is Operation	Leadership is Development
<ul style="list-style-type: none"><li>• Act on defined goals</li><li>• Execution and control</li><li>• Resource planning</li><li>• Problem-solving</li><li>• Procedures</li></ul>	<ul style="list-style-type: none"><li>• Shape Future</li><li>• Transformation</li><li>• Ambiguity</li><li>• Opportunities</li><li>• Ideas and risks</li></ul>

Communication and Motivation



Source: <https://www.slideshare.net/lipro/what-is-global-leadership>

10

What are the solid management is there? So, therefore act on the defined goals so you have to define the goal and vision is global vision. Execution and control now globally you have to execute and globally you have to control then there will be the resource planning and in the resource planning whatever the main machine material money and minutes you are having these all to be managed globally.

The problem-solving approach and the procedures are there. So, these are to be followed. Similarly in the leadership shape the future and the transformation is there because you are going from one culture to another culture so transformation is there. Ambiguity will be always there remaining there; opportunities are to be created and idea and risks that has to be monitored.

So, therefore in that case whenever you are having this the control over this managerial issues and leadership issues and then definitely you will be able to communicate and motive to the team members.

**(Refer Slide Time: 14:10)**

## 2. “Glocal” Mindset

**Ability to think and act both global and local:**

- A manager with a ‘Glocal’ mindset understands the need for global integration and local responsiveness and works to optimize this duality.
- ‘Glocal’ mindset involves an appreciation for diversity as well as homogeneity and an openness to learn from everywhere.

A competence that can be developed. **‘Glocal’ mindset involves:**

- Cognitive skills to handle complexity and Cosmopolitan outlook
- Open, empathetic, and curious about diverse people and situations
- Knowledgeable about world affairs
- Ability to appreciate different points of view
- Ability to bridge and merge ideas, i.e. merge global and local into ‘glocal’



11

Ability to think and act both global and local. A manager with a global mindset understands the need for the global integration and the local responsiveness and works to optimize this duality. So, therefore that global integration and the local responsiveness that is very much necessary. Glocal mindset involves an appreciation for diversity as well as homogeneity and openness to learn from everywhere.

So, therefore in that case this is becoming the Glocal mindset. So, homogeneity and openness to learn from everywhere because they are working from different corners of the world. So, therefore a competence that can be developed a Glocal mindset involves cognitive skills to handle complexity and cosmopolitan outlook. Second is open, empathetic and curious about the diverse people in the situations are there.

And therefore, in that case, one side the cognitive ability and other side that is practically they are able to manage that working with the people with the diverse situations and diverse culture. Knowledge about the world affairs that is what is going on globally, ability to appreciate different points of view because everybody is coming from different culture so he is having the different perception and therefore different point of view. Ability to bridge and merge ideas that is merge global and local into the Glocal is there.

**(Refer Slide Time: 15:36)**

### 3. Leadership Agility

Leadership agility Adjusting behavior without losing yourself. Leadership agility is supported by:

- Tolerance of ambiguity
- Resilience
- Humility
- Perspective-taking
- Being effective in a myriad of foreign situations requires more than mere knowledge.

It requires the capacity

- To act on what you know
- Mold and shape your behavior so that you can be simultaneously be effective and appropriate in a setting without losing who you are in the process.



12

The third very important aspect is that is the leadership agility is there. So, leadership agility adjusting behaviour without losing yourself and leadership agility are supported by now you see that is always the leader they are required to be flexible, but flexible in the sense that is without losing themselves. It should not be like this is they are lost in the process of global leadership they should not be lost.

So, tolerance of ambiguity is required, resilience is required, humility is required and perspective-taking is required. Being effective in a myriad of foreign situations requires more than mere knowledge it requires the capacity. To act on what you know, mold and shape your behaviour so that you can simultaneously be effective and appropriate in a setting without losing who you are in the process is there.

And therefore, in that case your behaviour in that particular capacity. So, setting is required where you can shape your behaviour this is very, very important dear friends. So, first we have understood how their global leadership is different from the domestic leadership is there and once you know these states are required and these are the factors and dimensions which is affecting then you have to develop those particular traits.

And that is called shaping your behaviour. So, when you are shaping your behaviour then you are into the winning position and controlling the situation is there.

**(Refer Slide Time: 17:15)**

#### 4. Extra effort to bridge distance

What does leader's role require in terms of bridging distance:

1. Geographical 2. Emotional 3. Cultural 4. Social

- Successful global leaders are those who are able to shift their communication style, leadership methods, and strategy to fit various contexts and bridge geographical as well as social and emotional distance.
- They can move skillfully back and forth between differing business environments, even when these call for very different approaches.



<https://www.slidehare.net/u/proj/what-is-global-leadership>

13

What does leader's role required in terms of bridging the distance between the Glocal and leader is there? Geographical, emotional, cultural and social is there. Successful leaders are those who are able to shift their communication style leadership methods and strategy. These are very, very important point that is because this change that is not that easy that is why I am saying it is very important that even by knowing that is I have to change my communication style the people are failing to develop their self to change their communication style.

Leadership method so once they are having one sort of the leadership method, they will continue with the leadership method only and the strategy to fit various context in bridge geographical as well as social and emotional distance is there and therefore in that case these social and emotional distance is also equally important whenever you are making this type of leadership practices are there.

They can move skillfully back and forth between differing the business environment even when this call for every different approaches are there and therefore here it is becoming important that is the whatever business environment is changing and accordingly they were making the different approaches. So, that agility is required in the leadership. So as soon as these changes are demanded and leader is able to cope up with these particular changes are there.

**(Refer Slide Time: 18:41)**

## 5. Intercultural Competence

- Set of cognitive, affective, and behavioral skills and characteristics that support effective and appropriate interaction in a variety of cultural contexts.
- Ability to communicate effectively and appropriately in intercultural situations based on one's intercultural knowledge, skills, and attitudes.

### A Mindset-Cognitive Dimension

- Developing cultural self-awareness

### A Skill set-Behavioral Dimensions

- Adapting and Managing Social Interactions

### A Heart set-Affective Dimension

- Tolerance for ambiguity and risk-taking



(Source: Bennett, J.M., 2008) and Second Definition (Daria K. Deardorff. Based on first study to document definition consensus among leading intercultural experts.)

14

The intercultural competence. This is a set of cognitive, affective and behavioral skills and characteristics that support effective and appropriate interaction. So, as I mentioned that IQ attitude and that attitude cognitive is there, the affect is there, there is filling is there and behaviour. So, therefore that affect emotions that is feeling and that is behaviour. So, therefore in that case that whenever we are talking about this particular intercultural aspect.

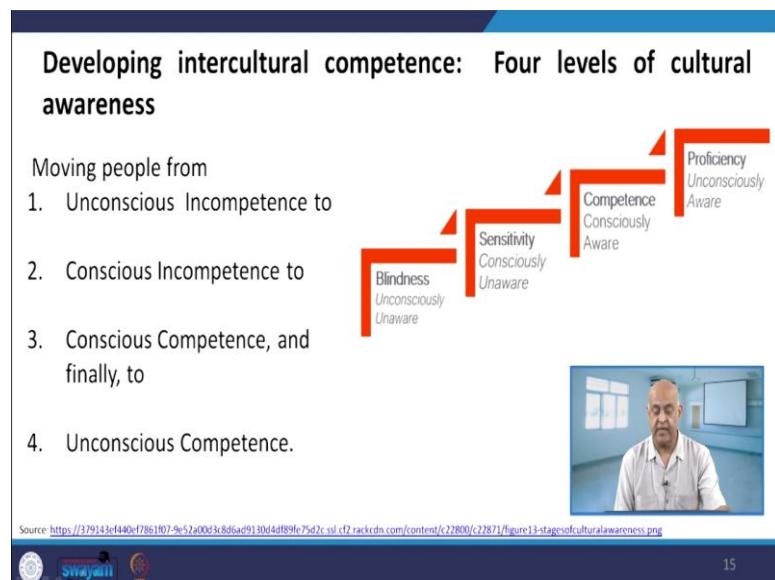
So, they will be all be related with the whatever these they are going to make the effects then it will be there, how they are making the intercultural competence and where the affect the feelings and their emotions, their moods and their behaviour, attitude in their behaviour that will be the those will be changes and characteristics that support effective and appropriate interaction in a variety of cultural context.

So, these will develop the ability to communicate effectively and appropriately in intercultural situations based on the ones intercultural knowledge skills and attitude is there. A mindset cognitive dimension is required developing the cultural, self awareness and skill set and behavioral dimensions and the heart set affective dimension is there. So, therefore this cultural self awareness and managing the social interaction that is the skill set, mindset, skill set and the heart set.

So, there are the three very, very important competency measures are there. So, therefore once your mindset to be global so those practices you will try. So, therefore in that case you will develop the skills and when you are able to adopt and manage the skills you will go for

the administration that is the heart set affective dimension, tolerance in ambiguity. So, that will be measured and developed by the leader is there.

(Refer Slide Time: 20:47)



Whenever you are talking about developing intercultural competence, four-level of cultural awareness, unconscious competence so that is blindness is there. So, we are not aware actually what is really the change are required, what changes and how they are different from others, conscious incompetence that is once we know that this type of behaviour is required this is the culture of this particular country and then sensitivity consciously we are making the unaware.

Then on the conscious competence and so, therefore, our ability consciously making yourself aware to do that particular job and finally the proficiency, unconsciously aware is there and therefore in that case that blindness, sensitivity, competence, and proficiency will be developed.

(Refer Slide Time: 21:35)

### The Intercultural Development Continuum

The Intercultural Development Continuum describes a set of knowledge/attitude/skill sets or orientations toward cultural difference and commonality that are arrayed along a continuum from the more monocultural mindsets of Denial and Polarization through the transitional orientation of Minimization to the intercultural or global mindsets of Acceptance and Adaptation.

The capability of deeply shifting cultural perspective and bridging behavior across cultural differences is most fully achieved when one maintains an Adaptation perspective. This continuum is adapted from the Developmental Model of Intercultural Sensitivity originally proposed by Milton Bennett.



(Source: <https://idiinventory.com/generalinformation/the-intercultural-development-continuum-idc/>)

16

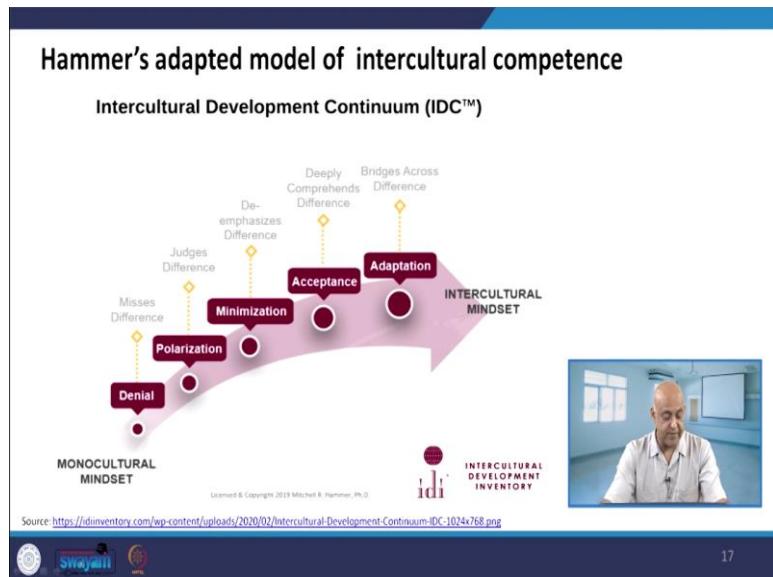
The intercultural development continuum describes the set of knowledge, attitude, and skills set or the orientations toward the cultural differences and commonalities that are arrayed along a continuum for the more monocultural mindset are there. So, therefore in that case whatever the monocultural mindset of their denial and polarization is there and that will be making the transitional orientation of minimization.

So, you can make a global mindset of acceptance and adoption is there. The capability of the deeply shifting cultural perspective now that is the deeply shifting. So, once you know the culture and then you are getting deeply involved into that particular culture and bridging the behaviour across cultural differences. So, therefore suppose there is a culture A and there is a culture B.

Now you have to bridge so therefore you are real so you know that how you can bridge the A and B and this will be the common parameters. So, it is mostly achieved when one maintains and adaptation perspective this is a adaptation perspective. This continuum is adopted from the developmental model of intercultural sensitivity originally proposed by the Milton Bennett.

So, therefore this is the one and this is the another these are the two. So, a developmental model of the intercultural sensitivity of these two. So, in spite of the fact what you are doing you are getting involve. So, therefore in that case it is that whenever we are talking about that deeply shifting cultural perspective, we are able to develop by the Milton Bennett particular model.

(Refer Slide Time: 23:26)



Now whenever these models of the intercultural competences talked these Hammer's adapted model that we will see how it works and therefore you can learn that is how to bridge the distance between the global leadership and the domestic leadership is there. So, normally what happens monocultural mindset is there so there will be denial will be there while in the intercultural mindset it will be adaptation will be there in the monocultural polarization then justice differentiation will be there.

Here the acceptance will be there and deemphasizes differences that is the minimization will be there and from monocultural minimization is there it will go to the maximization of the intercultural mindset is there. So, right from the denial that conversion that is the leadership dear friends. So, it is not the journey by step by step very easily rather than it requires a lot of leadership qualities are there. If those leadership qualities are there then definitely, we will be able to go for that.

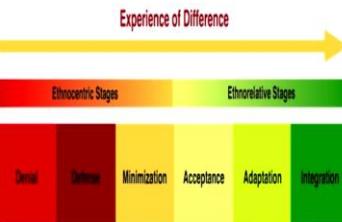
(Refer Slide Time: 24:33)

## Bennett framework of intercultural competence

"A framework for analysing the potential response to cultural difference..."

**Underlying assumption:** "...as one's experience of cultural difference becomes more complex and sophisticated, one's competence in intercultural relations increases."

- Denial
- Defense
- Minimization
- Acceptance
- Adaptation
- Integration(not included in Hammer's adapted model)



[Source: J. Bennett, 2004, p. 158]

Image Source: <https://blog.culturaldetective.com/2013/10/15/developmental-icc/>

18

When we talk about the Bennett framework of the intercultural competence so it is the ethnocentric stages and then the ethno relative stages are there. So, analyzing the potential response to the cultural difference. So, as one's experience of cultural difference becomes more complex and sophisticated. Once competency and intercultural relation increase that is the if he is the competence enough so it will be making the effect in the ethnocentric stages of the denial difference and minimization.

Similarly, the acceptance and adoption and integration the depth will also be a part of that is how fast the person is able to experience the differences and when there are such differences are fast then there will be definitely there will be adaptation of the culture.

(Refer Slide Time: 25:33)

## GLOBE Study

- GLOBE is an acronym for a research program called the Global Leadership and Organizational Behavior Effectiveness Research Program. It is the most comprehensive study of leadership and culture ever attempted, involving data collected from over 17,000 managers representing 950 companies in 62 countries.
- Future orientation : The degree to which individuals in organizations or societies engage in future-oriented behaviors like planning and investing in the future.
- Collectivism : The degree to which individuals express pride, loyalty, and cohesiveness in their organizations, families, or similar small groups.



Source: <https://aai-assessment.com/services/leadership-assessment>



19

So, globe is an acronym for a research program called the global leadership in the organizational behaviour effectiveness and it is the most comprehensive study of leadership and culture ever attempted, involving the data collected from over 17,000 managers representing 950 companies in 62 countries. So, the future orientation degree to which individuals in organization or societies engage in future oriented behaviors like planning and less investing in the future in case of India.

The degree to which individuals express pride, loyalty and cohesiveness in their organizations families as the smaller groups are concerned then we will say that is collectivism is there.

**(Refer Slide Time: 26:16)**

#### Representative Societal Differences on Two GLOBE Dimensions

Societies Higher on Collectivism Tend to	Societies Higher on Individualism Tend to
<ul style="list-style-type: none"> <li>• Have a slower pace of life.</li> <li>• Have lower heart attack rates.</li> <li>• Assign less weight to love in marriage decisions.</li> <li>• Have fewer interactions, but interactions tend to be longer and more intimate.</li> </ul>	<ul style="list-style-type: none"> <li>• Have a faster pace of life.</li> <li>• Have higher heart attack rates.</li> <li>• Assign greater weight to love in marriage decisions.</li> <li>• Have more social interactions, but interactions tend to be shorter and less intimate.</li> </ul>



Source: Hughes, R. L., Ginnette, R. C., & Curphy, G. J. (2012). LEADERSHIP: enhancing the lessons of experience. In LEADERSHIP: enhancing the lessons of experience.



20

Now this is a very good example of representatives' societal differences on the two globe dimension. One is a societies higher on collective tend to the societies higher on the individual tend. So, individual versus collectivism is there. So, have a slower pace of life collectivism, have a lower heart attack rate, assign less weight because there is a less risk, assign less weight to love in marriage and decisions are taken, have fewer interactions but interactions tend to be longer and more intimate is there, collectivism is there.

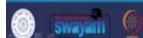
While in the case of individualism have a faster pace of life, have a faster heart attack rate, assign greater weight to love in marriage decisions, have more special interactions, but interactions tend to be shorter and less intimate is there and therefore in that case the societal higher on individualism it will not work as compared to the society higher on the future orientation.

(Refer Slide Time: 27:14)

Representative Societal Differences on Two GLOBE Dimensions	
Societies Higher on Future Orientation Tend to	Societies Lower on Future Orientation Tend to
<ul style="list-style-type: none"><li>• Achieve economic success.</li><li>• Have flexible and adaptive organizations and managers.</li><li>• Emphasize visionary leadership that is capable of seeing patterns in the face of chaos and uncertainty..</li></ul>	<ul style="list-style-type: none"><li>• Have lower rates of economic success.</li><li>• Have inflexible and maladaptive organizations and managers.</li><li>• Emphasize leadership that focuses on repetition of reproducible and routine sequences.</li></ul>



Source: Hughes, R. L., Ginnette, R. C., & Curphy, G. J. (2012). LEADERSHIP: enhancing the lessons of experience. In LEADERSHIP: enhancing the lessons of experience



21

So, why this is required to achieve the economic success, have flexible and adoptive organization and managers, flexibility will increase, adoptability will increase, emphasize visionary leadership that is capable of seeing patterns in the face of chaos and uncertainty so that visionary leadership can be seen. As far as the future orientation lower are concerned have lower rates of economic success.

Have inflexible and maladaptive organization and managers, emphasize leadership that focus on the repetition of the reproducible and the routine sequences are there and therefore in that case this will be the future orientation.

(Refer Slide Time: 27:51)

### Culturally Endorsed Implicit Theories of Leadership (CLT)

- The heart of the conceptual model in the GLOBE research is what's called implicit leadership theory. This theory holds that individuals have implicit beliefs and assumptions about attributes and behaviors that distinguish leaders from followers, effective leaders from ineffective leaders, and moral from immoral leaders.
- The GLOBE model further posits that relatively distinctive implicit theories of leadership characterize different societal cultures from each other as well as organizational cultures within those societal cultures. GLOBE calls these culturally endorsed implicit theories of leadership (CLT).
- GLOBE researchers identified six dimensions that were determined to be applicable across all global cultures for assessing CLT.



22

So, culturally endorsed the implicit theories of leadership are there, the heart of the conceptual model in the globe research is what is called implicit leadership theory and this theory holds that individuals have implicit beliefs and assumptions about the attributes and behaviours that distinguish leaders from followers, effective leaders from ineffective leaders and the moral from immoral leaders are there.

The globe model further posits that relatively distinctive implicit theories of leadership characterize different societal cultures from each other as well as the organizational cultures within the societal cultures. So, globe calls these culturally endorsed implicit theories of leadership is there. So, here we will understand that is whenever we are talking about these globe model and then it is the characterize different societal culture.

So that we understand that is what differences are there and therefore not only that implicit theories of the leadership characterize societal culture, but it is also as well as the organizational culture because that we have discussed earlier that is every organization is having the different culture. So therefore, societal cultural differences that national cultural differences and organizational cultural differences. So, global call these culturally endorsed implicit theories of leadership is there.

**(Refer Slide Time: 29:15)**

### Six dimensions

After detailed analysis of findings, GLOBE researchers identified six dimensions that were determined to be applicable across all global cultures for assessing CLT.

- **Charismatic/value-based leadership** reflects the ability to inspire, motivate, and expect high performance from others on the basis of firmly held core values.
- **Team-oriented leadership** emphasizes effective team building and implementation of a common purpose or goal among team members.
- **Participative leadership** reflects the degree to which managers involve others in making and implementing decisions.



There are the six dimensions that were determined after a detailed analysis of finding the globe finally researchers identified six dimensions. So, charismatic value-based leadership is there that ability because you see from where we have started, we have started from local to global so the distance that requires a charismatic leadership and value-based leadership is

required. People should be able to inspire others, motivate others and expect the high performance from others on the basis of firmly held core.

Now this is also very important dear friends that is what is required the high performance from others that is to be required. Team oriented leadership is there that is effective team building and implementation of a common purpose of the goal among the team members is required and the participating leadership is required the managers and other in making and implementing the decisions are required.

**(Refer Slide Time: 30:09)**

### Six dimensions

- **Humane-oriented leadership:** reflects supportive and considerate leadership as well as compassion and generosity.
- **Autonomous leadership:** refers to independent and individualistic leadership.
- **Self-protective leadership:** focuses on ensuring the safety and security of the individual or group member



24

The humane-oriented leadership reflects supportive and considerate leadership as well as compassion and generosity. So, autonomous leadership refers to independent and individualistic leadership. The self-protective leadership focuses on ensuring the safety and security of the individual or group members.

**(Refer Slide Time: 30:29)**

## Universal Leadership Attributes

GLOBE researchers identified 22 specific attributes and behaviors that are viewed universally across cultures as contributing to leadership effectiveness.

- |                        |                              |
|------------------------|------------------------------|
| 1. Trustworthy         | 12. Positive                 |
| 2. Just                | 13. Dynamic                  |
| 3. Honest              | 14. Decisive                 |
| 4. Foresighted         | 15. Motive arouser           |
| 5. Intelligent         | 16. Effective bargainer      |
| 6. Plans ahead         | 17. Confidence builder       |
| 7. Encouraging         | 18. Win-win problem solver   |
| 8. Informed            | 19. Motivational             |
| 9. Excellence oriented | 20. Administratively skilled |
| 10. Communicative      | 21. Dependable               |
| 11. Team builder       | 22. Coordinator              |



Adapted from House et al., Cultural Influences on Leadership and Organizations: Project Globe. Advances in Global Leadership, vol. 1 (JAI Press, 1999), pp. 171–233.



25

Then it identified 22 specific attributes are there so that what we have seen is these all such dimensions that is self protective leadership, humane oriented leadership, autonomous leadership and the charismatic team leadership, participating leadership. So, these three we have already discussed into our earlier studies, but these three leaderships which they have given on the basis of their research that is a self-protective leadership.

So, here the safety and security of the individual and group member that is becoming very, very important because when you are making the changes you should be sustainable otherwise, they will find it difficult. 22 specific attributes, trustworthy, just honest, foresighted, intelligent, plans ahead, encouraging, informed, excellence oriented, communicative, team leader, positive, dynamic, decisive, motive arouser, effective bargainer, confidence builder, win-win problem server, motivational, administratively skilled, dependable and the coordinator is there.

So, therefore in that case all these traits actually that we have talked about the leadership across and these all we all talked about the bargain, negotiation also we have talked about the number 16 that is the effective bargainer that is a negotiation how to do the negotiation is there. Inspiring and then the confidence builder is required leader. So, all these universal leadership attributes that have been summarized here by the globe is there.

**(Refer Slide Time: 32:01)**

## Universal Leadership Attributes

### Examples of Leader Behaviors and Attributes That Are Culturally Contingent

- Ambitious
- Cautious
- Compassionate
- Domineering
- Independent
- Individualistic
- Logical
- Orderly
- Sincere
- Worldly
- Formal
- Sensitive

### Eight characteristics that are universally viewed as impediments to leader effectiveness

- Loner
- Asocial
- Noncooperative
- Irritable
- Nonexplicit
- Egocentric
- Ruthless
- Dictatorial



26

Whatever the culturally contingent this list is very, very important because ultimately it is the adoptability of culture. So, ambitious, cautious, compassionate if you are not compassionate then difficult to adopt then the domineering and independent, individualistic, logical, orderly, sincere, worldly, formal and sensitive is there. So, therefore these attributes that will be leading according to the globe towards the culturally contingent is there.

Eight characteristics universally viewed as impediment to the leader effectiveness that is the loner, asocial, non cooperative, irritable, non explicit, egocentric, ruthless and dictatorial. So, therefore this will not work dear friends earlier might have worked in some context but not now.

(Refer Slide Time: 32:52)

### Research Paper



European Journal of Training and Development  
Vol. 37 No. 5, 2013  
pp. 489-499  
© Emerald Group Publishing Limited  
DOI 10.1108/03090591311327303

### Purpose

The purpose of this qualitative research study was to explore the requirements of leading in a global environment as perceived by the leaders participating in this study as well as the way these leaders learn and develop their global mindset.

### Developing a global mindset: learning of global leaders

Maria Cseh

*Human and Organizational Learning Department,  
The George Washington University, Washington, DC, USA*

Elizabeth B. Davis

*University of New Haven, West Haven, Connecticut, USA, and*

Shaista E. Khilji

*Human and Organizational Learning Department,  
The George Washington University, Washington, DC, USA*



27

And this is usually a research paper developing a global mindset, learning of the global leaders so I am sure you will find it very interesting and therefore this qualitative research study was to explore the requirement of leading in a global environment especially leaders participating in this study. These leaders learn and develop their global mindset is there this is the approach and finding are there.

(Refer Slide Time: 33:16)

### Practical Implications

- The findings of this study highlight the role of human resource development (HRD) professionals in facilitating self-reflection and reflection with others – core processes for the learning and development of global mindset.
- HRD professionals are called to address both the “you don't know what you don't know” phenomenon by offering cross-cultural training programs and experiential learning opportunities and the “you know what you don't know” daily challenges of global leaders and their team members.
- Initiatives that will incorporate self-reflective and reflective processes will allow the participants to make meaning of their learning.



29

These are the implication of the study that we may talk about how to develop the global leadership is there.

(Refer Slide Time: 33:23)

### Case Study: How Google and IBM Develop Global Leaders – A Comparison Case Study

IBM is like the tech equivalent of your parents. Loads of experience, lots of resources and established. IBM has grown into a truly multinational company, operating in over 170 countries, across nine different time zones with well over 400,000 employees. After years of providing us with IT equipment and software that solves complex business problems, IBM has accrued the resources needed to really invest in a global leadership development program. We'll look at the program in a bit of detail later. In the meantime, let's take a look at a young, fresh Google to compare.

Google is like the child looking to start their own business and step out of their parent's shadow. Nowadays, Google can do anything they'd like, and divert resources to anything they want, but 15 years ago things were different. Resources were not as abundant as they are today. Google had to think about a training program for their global leaders that was both lean, cost-efficient and effective.



30

As usual this is the case study how Google and IBM develop the global leaders.

(Refer Slide Time: 33:28)

### Case Study: (Cont.)

For both companies, the outworking of their individual circumstances carved two different methods of global leadership development.

#### Google: Quick and Dirty Field Training Champions

The approach that Google took was to send their brightest minds out into the fields they were hoping to get a foothold in. They needed their global leaders to know how to navigate different cultures but they didn't have the resources or the time to really get into depth. So Google got specific. Fledgling leaders were sent on missions to understand cultures from a business perspective.

#### 3 Pros of Google's Approach

1. **Highly Flexible:** When Google was a much smaller organization, it had the advantage of being able to respond quickly in a market that was constantly changing. Their training program was no different. They could add training exercises and placements even on a project-specific basis, which made their program truly bespoke and highly focused on the individuals involved.



31

And therefore, in that case quick and dirty field training champions by the Google and the pros of the Google approaches the highly flexible.

(Refer Slide Time: 33:35)

### Case Study: (Cont.)

2. **Very Focused:** In addition, Google cherry-picked every element of their program. Doing this means there's less waste; why repeat work if it's not necessary.
3. **Require fewer Company Resources:** The commitment to focus and flexibility ultimately reduced the number of company resources required.

#### 2 Cons of Google's Approach

1. **An Ulterior Motive?:** In Google, focus on specific markets in mind, the leaders risk being less well-versed in their approach to cultural diversity, with a truncated view of how culture permeates into spheres that are both personal and professional. The foundational principles that help to make a leader culturally intelligent aren't present here.
2. **The Danger of Inconsistency:** If the global leaders haven't had the same opportunity to embark on internalizing the character traits required to become competent in the many skills required, then you end up with inconsistency and a return to the 'sink or swim' mentality.



32

Very focused and if fewer researchers are there because you see every style of leadership, every practice that will have the pros and cons both. So, cons of the Google approach will be in the ulterior motive the danger of inconsistency.

(Refer Slide Time: 33:53)

## Case Study: (Cont.)

### IBM: A Thorough In-House Training Program

IBM's approach was to take their global leaders on an internal process that would finetune their ability to work within diverse cultures. As a result, leaders who completed the program came away with so much more than field skills. They came away with an entirely different perspective on cross-cultural management and diversity.

#### 2 Pros about IBM's Approach

1. **The Depth:** This program facilitates a deeply internal shift within the participant. Global leaders in this program are fully immersed in the principles that underpin the effective management of diversity
2. **The Ethics :** The training program teaches leaders to appreciate cultural differences as part of a core value system. What makes this so powerful is that it makes cultural appreciation and effective culture management a goal *in its own right*. No ulterior motive. No sly focus on the bottom line.



33

While the IBM a thorough in house training program. So, pros about the IBM's approach is the depth, the ethics.

(Refer Slide Time: 34:01)

## Case Study: (Cont.)

### 3 Cons of IBM's Approach

1. **Resource Intensive:** IBM's chosen method of training requires a lot of resources at all levels of the organization. They've built a bespoke program that draws from a wide range of experience; just collating all of the information required to build it is a huge project requiring lots of finances and time.
2. **Not as Practical:** There's a lot of theory in this program which focuses on changing the leaders' mindsets and expanding their appreciation for many different cultures. All well and good, but what is the practical outworking of that mindset change?
3. **Not as Flexible :** It has taken a long time to get the training to this point, and everything that has been added has been done so after plenty of careful thought. This is brilliant, but that means if a new contextual challenge presents itself, more time will be needed to assess and build a response to that challenge. In other words, such an established program is not as agile as it could be.



34

The cons about the IBM approach the resource intensive not as practical and not as flexible is there.

(Refer Slide Time: 34:09)

## BOOK RECOMMENDATION

### Global Leadership: The Next Generation

**Authors:** Marshall Goldsmith

**Publisher:** Pearson FT Press; 1st edition (28 April 2003)

**Language:** English

**Paperback:** 394 Pages

**ASIN :** B004SHCSSI

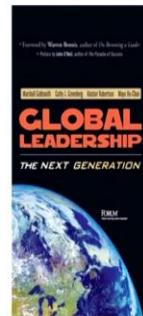


Image Source: <https://m.media-amazon.com/images/I/51P1vDj+UML.jpg>

35

And finally, this is the book that is the global leadership the next generation that has been suggested by the Marshall Goldsmith for further reading. I am sure by this reading you will be able to learn about these how the global leadership has been developed. The case studies have been given two-year Accenture study of the emerging business leaders that has been shared.

**(Refer Slide Time: 34:33)**

## References

- Cseh, M., Davis, E.B. and Khilji, S.E. (2013), "Developing a global mindset: learning of global leaders", *European Journal of Training and Development*, Vol. 37 No. 5, pp. 489-499. <https://doi.org/10.1108/03090591311327303>
- Hughes, R. L., Ginnette, R. C., & Curphy, G. J. (2012). LEADERSHIP: enhancing the lessons of experience. In *LEADERSHIP: enhancing the lessons of experience*.
- Robbins, S. P., & Judge, T. (2007). Organizational behavior. Upper Saddle River, N.J.: Pearson/Prentice Hall.
- <https://eentraining.com.sg/360-degree-feedback/>
- <https://hbr.org/2012/09/getting-360-degree-reviews-right>
- <https://www.slideshare.net/lupro/what-is-global-leadership>
- <https://www.ukessays.com/essays/leadership/similarities-and-differences-of-domestic-and-global-leadership.php>
- <https://www.weforum.org/agenda/2015/06/61-inspirational-quotes-global-leaders-leadership/>
- <https://eurac.com/how-google-and-ibm-develop-global-leaders-a-comparison-case-study/>



37

And these are the references which we can use for your further references and for your detail studies you can take these references so that you can be a global leader and going from the local to global for the business by remaining Glocal. Thank you.

**Leadership and Team Effectiveness**  
**Prof. Santosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology – Roorkee**

**Lecture – 33**  
**Motivation and Leadership**

Today, we are discussing an exciting and beneficial relevant topic: how this motivation is related to leadership.

**(Refer Slide Time: 00:35)**

---

**Contents**

- Motivation
- Types and Importance of Motivation
- Motivational Approaches
- Leadership qualities to motivate and inspire your team
- Why Motivation Matters in Leadership
- Case Study
- Research Paper
- Book Recommendation
- References



2

So, we will try to understand the motivation, the types and importance of motivation, motivational approaches, leadership qualities to motivate and inspire your team, and why motivation matters in leadership. Then, as usual, the case study, research paper, a book recommendation and the references are there.

**(Refer Slide Time: 01:04)**

## Motivation

- Motivation comes from the Latin word "movere" which means, "to move".
- The processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal.
- Motivation is the process that initiates, guides, and maintains goal-oriented behaviors.
- Motivation is an important factor which encourages persons to give their best performance and help in reaching enterprise goals.



Image source: [https://www.researchgate.net/figure/Components-of-motivation\\_fig44\\_323695129](https://www.researchgate.net/figure/Components-of-motivation_fig44_323695129)

3

Now, this is basically if we defined technically from the Latin word movere, which means to move and the processes that account for an individual's intensity, direction and persistence of effort towards attaining a goal. So, here we will find that whenever we are talking about the individual's intensity to work, intensity to do and naturally here that direction is significant, but what to do when to do, how to do, where to do, where to do.

So therefore, in that case, the directions, especially what to do and when to do and persistence of efforts towards attaining a goal. So that goal which we want to attain. So, that is an intensity to attain that goal that is very important how much you want to attain the goal and that intensity in other terms I can say that is it is a willingness to do, and you will find that human brain when decides to do something.

Then irrespective of whatever the barriers are there that the brain will do that particular the act or attain the goal, whatever the social or economical, especially many times when we ask people why you could not do this thing, and then he will say, sir, my economic condition was not good, my social condition was not good. On the other side, we find that people are much poorer than those who can attain the goal.

Many people have attained their goals irrespective of their non-social support, and therefore, it becomes essential that whatever the intensity the person is having and if it is to anyhow, I have to achieve the goal, that will always be the motive to move. Whenever we are talking about leadership is there, so in that case, a direction is there.

So, motivation is a process that initiates if you talk entirely about this process of motivation, then this motivation has the initiated. So, this process of motivation which we are talking about is going to be the initiate than the guide, and that is the direction whenever we are relating it with the direction and maintaining a goal-oriented behaviour is there ultimately that goal has to be achieved.

So, here it becomes essential that how a person's will is there, how a person is going to get that direction, the direction is essential then you can say as we have talked about the leader role. So, the leader is a friend. Also, the leader is a mentor; a leader is a teacher; a leader is a facilitator; a leader is a guide; a leader is a supervisor; a leader is a manager. So, therefore there are so many roles of the direction provider, is there.

So, motivation is an essential factor which encourages a person to give their best performance and recently, we have seen in the Olympics that is Mirabai Chanu and Neeraj Chopra. So, these are the examples to give their best performance and in hockey teams also in India. So, that helps in reaching the enterprise goal. So, therefore this is the best performance, so what is the best performance is there.

In our context, we are talking about the enterprise world for the players; they are the best performance they have given. So therefore, in that case, we find that whatever the performer's motivation level is there irrespective of profession. So, he is a player or an artist in paintings, and all or he is a teacher or a student, whatever it is there. So, therefore it plays a significant role in attaining the goals.

**(Refer Slide Time: 05:58)**

Definitions of Motivation	
Authors	Definition
Berelson and Steiner	A motive is an inner state that energizes, activates, or moves and directs or channels behavior goals.
Jozef Cohen	Motivation is the inner thrust behind behavior.
The Encyclopedia of Management	Motivation refers to degree of readiness of an organism to pursue some designated goal and implies the determination of the nature and locus of the forces, including the degree of readiness.
Dubin	Motivation is the complex of forces starting and keeping a person at work in an organization



So, much research has been done, and then it has been seen that the specific definitions are relevant to our context discussions. Berelson and Steiner, a motive is an inner state, a cognitive state that energizes, activates or moves and directs or channels behavioural goals. So, therefore it is internal energy and energy which he activates.

We also have to interpret these terminologies, and the content in a proper context, like in the case of a positive act, positive goal, or socially acceptable goal. So, in that case, that will be the energies which will be activated. So, towards that positive goal and as a result, the goal has been achieved. Jozef Cohen has defined motivation as the inner thrust behind the behaviour is there.

So, whenever we talk about the attitude relationship between the attitudes. So, attitude will be there, and these attitudes will lead to the behaviour that the inner thrust behind the behaviour. So, inner thrust is an attitude, and natural behaviour is in action. So, this is the action we are talking about. Now means it is required both it is required your cognitive level and it is also required your action.

Moreover, in that case, you will find that it is essential to a state of mind and your line of action whenever we are talking about this particular aspect. When a state of mind and action both will match, the motivation will be there, and high motivation will be there. The encyclopedia of management motivation refers to the degree of readiness of an organism to pursue some designated goal and implies the determination of the nature and the locus of the forces, including the degree of readiness.

So, this degree of readiness is nothing, but it is a motive; it is an inner thrust that makes him ready to do that particular task. Dubin has mentioned that motivation is the complex of forces starting and keeping a person at work in an organization is there, and naturally, that state of mind is to continue with the organization that is the motivation is there.

(Refer Slide Time: 09:00)

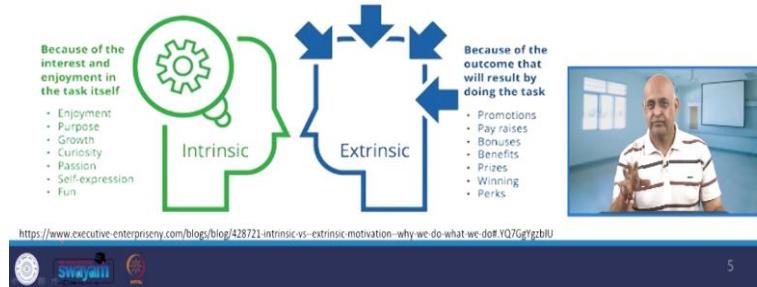
## Types of Motivation

- Intrinsic motivation

Intrinsic motivation can arise from self-generated factors that influence people's behavior. It is not created by external incentives.

- Extrinsic motivation

Extrinsic motivation occurs when things are done to or for people to motivate them.



Now there are two types of motivations; intrinsic motivation and extrinsic motivation is there. Whenever we talk about the intrinsic motivation that can arise from the self-generated factors that influence people's behaviour. External incentives do not create it. So, within the person who wants to achieve those goals by himself, within is there. So, there is nothing external or extrinsic motivation.

So, what is extrinsic motivation? Things are done for people to motivate them. Examples are the interest and enjoyment in the task itself: enjoyment, purpose, growth, curiosity, patience, self-expression, and fun. If these are the reasons for the motivation and motive to achieve the goal, then we will say it is intrinsic motivation. The outcome is the result of doing the task because of the promotion, pay raises, bonuses, benefits, prizes, winning, and perks.

So, therefore if these factors are there, that will be the extrinsic motivation. So, these are the things which have been introduced so that the person should feel motivated and then that will be becoming their achieving the goal performance will be better.

(Refer Slide Time: 10:34)

## Importance of Motivation

Broadly, the importance of motivation is as follow:

### 1. High level of performance

- Organization must ensure that the employees have a high degree of motivation. A highly motivated employee put extra effort into work and have a sense of belonging for the organization.

### 2. Low employee turn over and absenteeism

- Low level of motivation is a root cause of low turnover and absenteeism. High level of absenteeism causes a low level of production, poor quality, wastages and disruption in production schedules.



6

So, first and foremost, we should motivate somebody for a high level of performance. So, the organization must ensure that the employees have a high degree of motivation because highly motivated employees put extra effort into work and have a sense of belonging. Low employee turnover and absenteeism are there; the outcome is there.

So, a person feels motivated to be at the job; he will not think to leave the job, change the organization, employee turnover will be low, and the people will like to come on the work. Therefore, in that case, it will also reduce absenteeism, the quality of these products will be better, and wastages and disruption in the production schedule will be minimum.

So, a low level of absenteeism causes a low level of production of poor quality; therefore, in that case, the person should come himself with the high motivation at the workplace.

(Refer Slide Time: 11:35)

## Importance of Motivation

### 3. Acceptance of organization change

- Social change and technology evolution happens in the external environment have greater impact on the motivation of the employee. Management must ensure that the changes are introduced in the organization and its benefits explained to the employees so that there is no resistance to change and organizational growth is achieved.

### 4. Organizational image

- Employees are the mirrors of any organization. Regular training & development programme should be organized to keep employee updated with latest skills. It will have a positive impact on the employees and the image of the organization will be improved.



<https://www.geektonight.com/what-is-motivation/>



7

Acceptance of organizational change, social change, and technology evolution happen in the external environmental factors, which affect the employee's motivation. So, management must ensure that the changes are introduced in the organization, and its benefits explained to the employees so that there is no resistance to change and organizational growth is achieved.

Now one example I would like to give is the introduction of technology. So, whenever we are talking about the introduction of technology, there is resistance. So, I remember in the banking industry in India when the computer was introduced in the early 80s, so that time is around the early 80s. So at that time, it is that employees are given the resistance, and today we see that the whole banking industry, including SBI, is mobile banking.

So that the growth, the achievement it has been very fantastic. So, therefore in that case, whatever the changes are there. First, they de-motivate you because they make you unstable, but the changes are more significant, and therefore, there is no resistance to changing an organization's growth achieved than corporate image. Employees are the mirrors of any organization you see; if you want to know the culture of any organization, then you can watch an employee who is working at the organization.

And then, you will find what type of culture is there in the organization. Regular training and development programs should be organized to keep employees updated with the latest skills. So therefore, in that case, those types of regular programs that will keep on motivating keep on making the high gradation skills, so they feel upliftment and whenever they feel upliftment at the workplace so then definitely they will be having the more motivation.

It will positively impact the employees, and the organization's image may be improved. Now you see that the organization's image is better when the employees do better. Organization image is better employees are more motivated. So, it is a vicious circle, but where to start? It has to start with the employees because employees are creating the organization.

An organization's image cannot create the employees. That is, the cultural organization culture will be there, but in the beginning, that culture has to be built by the employees and therefore, the employee should be highly motivated in the beginning so that once their image is created and then whoever joins so because of that culture he has also always feel motivated.

**(Refer Slide Time: 14:16)**

Five Motivational Approaches	
Theory or Approach	Major Themes of Characteristics
Maslow's hierarchy of needs	Satisfy needs to change behavior
Achievement orientation	Possess certain personality traits
Goal setting	Set goals to change behavior
Operant approach	Change rewards and punishments to change behavior
Empowerment	Give people autonomy and latitude to increase their motivation for work.

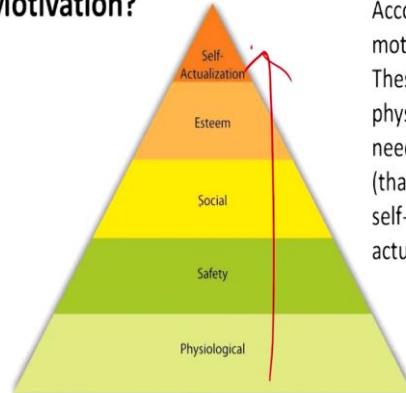


8

So, five motivational approaches are there Maslow's hierarchy of needs, satisfying the needs to change behaviour, achievement orientation, goal setting, and the operant approach. The empowerment gives people autonomy and latitude to increase their motivation for the work is there.

**(Refer Slide Time: 14:34)**

## Maslow's Hierarchy of Needs: How Does Context affect Motivation?



According to Maslow, people are motivated by five basic types of needs. These include the need to survive physiologically, the need for security, the need for affiliation with other people (that is, belongingness), the need for self-esteem, and the need for self-actualization.



Image source: [https://saylordotorg.github.io/text\\_organizational-behavior-v1.1/09-theories-of-motivation.html](https://saylordotorg.github.io/text_organizational-behavior-v1.1/09-theories-of-motivation.html)

9

So, first, we will talk about Maslow's hierarchy of needs and how the context affects motivation. According to Maslow, the needs are in a hierarchy; suppose I ask you what the need of human beings is? So, many of you may say roti, kapda or makan, which is food, cloth and shelter, but very few will say it is food, water and air. Why? Because these physiological needs are available, it does not motivate you.

Nevertheless, a person who is having the suppose he is living in such a part of the country where the water supply is complicated, and therefore he has to bring the drinking water from the long-distance then definitely somebody says no you will be shifted to that place where the ample water is available. Naturally, that person will feel motivated and shift to that particular location where ample water is available.

So, therefore the physiological needs so they motivate. According to Maslow, first, they motivate these particular needs are there. The second is need for the safety, so that is physical safety. So, the need for a safety that will be about that is the person wherever he is living in the society whether he is physically safe or not that he will see. Then next is the social needs are; there is the need for affiliation with other people, that is, belongingness is there, and then the need for self-esteem and then the need for self-actualization.

So, therefore Maslow has given this particular model in the hierarchy. So, it goes from the physiological to safety, safety to social, social to self-esteem and self-actualization is there, but nowadays, what we talk about that is this particular model that is not necessarily into the

hierarchy is there. Our experience says that it is not necessarily these models will be in a hierarchy.

Somebody may have the self-esteem need may not have the social and safety, for example, a freedom fighter. So, freedom fighters did not have the safety needed. They have the self-actualization need, and they were working and motivated to get the freedom for their country. So, that is not any physiological or safety social needs. These were not the needs were there.

So, then it was not a hierarchy. So, the criticism of this theory is that Maslow has mentioned it is in the hierarchy, but it has been observed practically that not necessarily hierarchy will be followed, and therefore, in that case, many people may have the immediate self-actualization needs are there.

**(Refer Slide Time: 17:34)**

1. **Physiological needs** - These are biological requirements for human survival, e.g. air, food, drink, shelter, clothing, warmth, sleep.
2. **Safety needs** - After the first level the needs for security and safety become salient. Financial security, health and wellness, safety against accidents and injury.
3. **Love and belongingness needs**- The third level of human needs is social and involves feelings of belongingness. e.g.-Friendships, Family, Social groups, Community groups.
4. **Esteem needs**- when the needs at the bottom three levels have been satisfied, the esteem needs begin to play a more prominent role in motivating behaviour. e.g.- status, recognition.
5. **Self-actualization needs**-Highest order need, refer to the realization of a person's potential, self-fulfilment, seeking personal growth and peak experiences.



Source: <https://www.simplypsychology.org/maslow.html>

10

So, physiological needs are physical requirements, air, food, drink, shelter, clothing, and sleep. Safety needs are there, and the need for security and safety becomes salient. Financial security, health and wellness, safety against accidents and injury, love and belongingness needs, and social needs involve feelings of belongingness, friendship, family, social groups, and community groups.

Then the self-esteem needs, when they estimate the bottom three levels have been satisfied, the esteem needs begin to play a more prominent role in motivating behaviour. Now here is the point that is the need at the bottom level three levels have been satisfied, but this is about mentioned in theory Modern Maslow hierarchy theory model, but it is not in hierarchy.

The esteem needs begin to play a more prominent role in motivating behaviour that is the status and recognition are there. Self-actualization needs the highest order need refer to the realization of a person's potential, self-fulfilment, seeking personal growth and the peak experience is there, and therefore it is a realization of self-realizing self that what I can do, what my strength is, what is my potential.

(Refer Slide Time: 18:53)

### Achievement Orientation: How Does Personality Affect Motivation?

- Atkinson has proposed that an individual's tendency to exert effort toward task accomplishment depends partly on the strength of his or her motivation to achieve success, or as Atkinson called it, achievement orientation.
- McClelland further developed Atkinson's ideas and said that individuals with a strong achievement orientation strive to accomplish socially acceptable endeavors and activities.
- It looks at **three** need.
- Need for achievement (nAch)** is the drive to excel, to achieve in relationship to a set of standards.
- Need for power (nPow)** is the need to make others behave in a way they would not have otherwise.



11

So, achievement orientation is there; how does the personality affect motivation? So, Atkinson has proposed that an individual's tendency to exert effort towards the task accomplishment depends partly on the strength of their motivation to achieve success or, as Atkinson called it, achievement motivation orientation is there. So, therefore whatever we say in the theories, motivation.

So, therefore Atkinson says that it is the achievement orientation. So, naturally, that is motivation was what? We have discussed so far that motivation is a willingness to achieve a goal. So, the achievement of a goal accomplishment of a goal is the achievement motivation. McClelland further developed Atkinson's idea and said that individuals with a strong achievement orientation strive to accomplish socially acceptable endeavours and activities.

Moreover, it looks at three needs, need for achievement, need for power and need for affiliation. So, the need for achievement is a drive to excel in achieving a set of standards, while the need for power is to make others behave in a way they would have otherwise. So,

therefore, in that case, the need for achievement to drive to excel that is most the organization want is their employee should have a very high need for achievement.

**(Refer Slide Time: 20:17)**

### Achievement Orientation: How Does Personality Affect Motivation?(Cont.)

- Need for affiliation ( $n_{Aff}$ ) is the desire for friendly and close interpersonal relationships.
- People with higher levels of achievement orientation are likely to do better in school, pursue postgraduate degrees, get promoted more quickly, and get paid higher salaries and bonuses than their lower-scoring counterparts.
- It is hardly surprising that achievement orientation is often a key success factor for people who advance to the highest levels of the organization.



12

Moreover, as I mentioned, the third one is the need for affiliation is a desire for friendly and close interpersonal relationships. So, now again, it will depend from individual to individual. Some will be more need for affiliation, somebody will be more for need of power, and somebody will be more for achievement. People with higher achievement and orientation are likely to do better in school, pursue post-graduate degrees, get promoted more quickly, and get paid higher salaries and bonuses than their lower-scoring counterparts.

So therefore, in that case, this need for affiliation creates the direction for the employee to do the job voluntarily. Achievement orientation is often a critical success factor for a person who advances to the highest level of the organization, and we can understand that is when from the junior level to the top level what motivates a person his achievement motivation is there.

So, achievement and motivation will be there so that the person will be at a high level in the organization itself.

**(Refer to Slide Time: 21:28)**

## Goal Setting: How Do Clear Performance Targets Affect Motivation?

- One of the most familiar and easiest formal systems of motivation
- According to Locke and Latham, goals are the most powerful determinants of task behaviors.
- A theory that says that specific and difficult goals, with feedback, lead to higher performance.
- Goals should be "**SMART**", which stands for Specific, Measurable, Attainable, Relevant, and Time-bound.



Image Source: <https://getlucidity.com/strategy-resources/guide-to-locke-s-goal-setting-theory/>

13

This was from the left-hand side of the exercise; the right-hand side is a goal and goal accomplishment. So, how to perform the targets affect the motivation is there. So, one of the most familiar and most accessible formal motivation systems. According to Locke and Latham, goals are the most potent determinants of task behaviours. These goals are there, and then goals decide how much one has to put in the effort.

There is a theory that says that specific and challenging goals with feedback lead to higher performance. So therefore, in that case, that will require that particular, specific and challenging goals are there. The goal should be bright, which stands for the specific, measurable, attainable, relevant, and time-bounded. So, therefore whenever we talk about the goals, that has to be a particular goal.

And then naturally, these goals are supposed to be measurable and attainable and then the relevance of the organization what exactly they wanted to, and the time-bounded will be there. So, therefore whenever we are talking about goal setting, the SMART approach is to be adopted.

**(Refer Slide Time: 22:51)**

## Goal Setting: How Do Clear Performance Targets Affect Motivation?

- Leaders wanting to improve individual or team performance should set high but achievable goals and express confidence and support that the followers can get the job done.
- The Pygmalion effect occurs when leaders articulate high expectations for followers; in many cases these expectations alone will lead to higher-performing followers and teams.
- The Golem effect occurs when the leaders have little faith in their followers' ability to accomplish a goal, they are rarely disappointed by the non-achievement by their followers.



14

How does a clear performance target affect motivation? Leaders wanting to improve individual or team performance should sit high, but achievable goals you know this is also very important. The goal should not be so complex that is which is not achievable. Whenever the person feels that this goal is not achievable, then, in that case, he will be, it will be difficult for him to keep motivated because he starts believing that this is impossible.

So, please do not keep the impossible goals. Please keep the achievable goals and express confidence and support that the followers can get the job done. Where do you bring these attainable goals? From past experiences, past examples, surrounding industries, and similar nature of jobs, from there, you bring those goals so those goals will be achievable.

So, the followers can get that particular job done. The Pygmalion effect occurs when leaders articulate high expectations for followers. In many cases, these expectations alone will lead to high performing followers, and the team is there. So, they know exceptional guidance is required only keeping the high goals that here it is being mentioned that goal will be such an achievable goal.

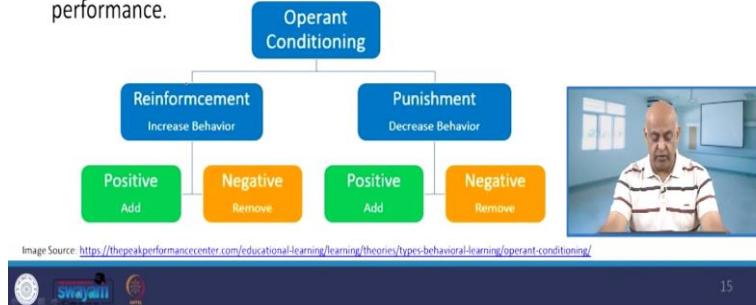
So, therefore already the person who is following that goal will be able to achieve that goal. The Golem effect occurs when the leaders have little faith in their follower's ability to accomplish a goal. So therefore, in that case, they are rarely disappointed by the non-achievement of their followers. So, what happens is a Pygmalion effect, and therefore, in that case, they believe my follower will not be able to do so.

Moreover, the follower is not able to do that. So, therefore that is a non-achievement by the follower because that particular belief of the leader is there.

(Refer Slide Time: 24:52)

### The Operant Approach: How Do Rewards and Punishment Affect Motivation?

- One popular way to change the direction, intensity, or persistence of behavior is through rewards and punishments.
- When properly implemented, there is ample evidence to show that the operant approach can be an effective way to improve follower motivation and performance.



15

So, the operant approach is there. One popular way to change behaviour's direction, intensity or persistence is through rewards and punishment. When properly implemented, there is ample evidence to show that the operant approach can effectively improve follower motivation, and the performance is there. So, that is reinforcement, and there is a punishment, and the positive is there negative reinforcement behaviour is there.

The positive punishment is there, negative punishment is there, and then whenever we are talking about the positive reinforcement, yes, naturally, better results will be there. Whenever we talk about operant conditioning as the punishment, then definitely that positive will be below, and the negative may be high; however, it will depend on the situation itself.

(Refer Slide Time: 25:42)

### **Cont.**

- Using operant principles properly for improving followers' motivation and performance requires several steps:
  1. Clearly specify what behaviors are important.
  2. Determine if those behaviors are currently being punished, rewarded, or ignored.
  3. Find out what followers find rewarding and punishing.
  4. Be careful while creating perceptions of inequity when administering individually tailored rewards.
  5. Leaders should not limit themselves to administering organizationally sanctioned rewards and punishments.
  6. Leadership practitioners should administer rewards and punishments in a contingent manner whenever possible.



16

Improving the follower's motivational performance requires several steps that specify a specific goal and determine that behaviour that is currently being punished, rewarded or ignored. Finding out what followers find rewarding and punishing will depend upon the follower that he will decide what is rewarding and what is not punishing. So, suppose you are talking about the working up to 6 o'clock that maybe further rewarding for somebody, somebody may be punishing is there.

So, therefore your interaction with your followers is very, very important. Be careful while creating perceptions of inequity when administering the individual Taylor rewards. Therefore, we have to create individual-based rewards in that case, and leaders should not limit themselves to administering administrative sanctions, rewards and punishment. Instead, leadership practitioners should administer rewards and punishment contingently wherever possible.

**(Refer Slide Time: 26:41)**

## **Empowerment: How Does Decision-Making Latitude**

### **Affect Motivation?**

- Empowerment is the final approach to motivation.
- Some people believe empowerment is about delegation and accountability; it is a top-down process in which senior leaders articulate a vision and specific goals and hold followers responsible for achieving them.
- Others believe empowerment is more of a bottom up approach that focuses on intelligent risk taking, growth, change, trust, and ownership; followers act as entrepreneurs and owners who question rules and make intelligent decisions.



<https://www.achievers.com/blog/employee-empowerment/>

17

So, what to do by empowerment? Empowerment is the final approach to motivation. Some people believe empowerment is about delegation and accountability; it is a top-down process in which senior leaders articulate a vision and specific goal and hold followers responsible for achieving them. While others believe empowerment is more of a bottom-up approach that focuses on intelligence, risk-taking, growth, change, trust and ownership.

Followers act as entrepreneurs and owners who question rules and make intelligent decisions are there and accordingly, they will be performing based on the empowerment of the employees.

**(Refer Slide Time: 27:18)**

## **Empowerment: How Does Decision-Making Latitude**

### **Affect Motivation?**

- The psychological components of empowerment can be examined at both macro and micro levels.
- Three macro psychological components underlie empowerment are: motivation, learning, and stress.
- There are also four micro components of empowerment.
- These components can be used to determine whether employees are empowered or unempowered, and include self-determination, meaning, competence, and influence.



18

The physiological components of empowerment can be examined at both the macro and micro levels. Three macro physiological components underlie empowerment are the

motivation, learning, and stress. So, these macro physiological components can be studied. There are also four micro components of empowerment is there, and these components can be used to determine whether employees are empowered or unempowered and include self-determination, meaning and competence, and influence is there.

(Refer Slide Time: 27:48)

### The Empowerment Continuum

Empowered Employees ← → Unempowered Employees

<ul style="list-style-type: none"><li>• Self-determined</li><li>• Sense of meaning</li><li>• High competence</li><li>• High influence</li></ul>	<ul style="list-style-type: none"><li>• other-determined</li><li>• Not sure if what they do is important</li><li>• Low competence</li><li>• Low influence</li></ul>
---	---



19

The empowerment continuum is there, and there is a self-determined sense of meaning, high competence, and strong influence is there. The unempowered employees are determined, not sure if what they do is essential, and have low competence and the low influence is there.

(Refer Slide Time: 28:03)

### Leadership qualities to motivate and inspire your team

1. Provide a vision and purpose
2. Set clear goals
3. Lead by example
4. Encourage teamwork
5. Be optimistic and positive
6. Give praise and rewards
7. Communicate with the team
8. Empower team members



<https://www.deakinco.com/media-centre/article/8-leadership-qualities-to-motivate-and-inspire-your-team>

20

So, leadership qualities to motivate and inspire your team are providing vision and purpose, setting clear goals, leading by example, encouraging teamwork, being optimistic, giving praise and rewards, communicating with the team, and empowering team members. So, this

recipe of the leadership qualities that will keep your employees more motivated and inspire your team is there.

**(Refer to Slide Time: 28:29)**

## Why Motivation Matters in Leadership

There are nine reasons why motivation matters in Leadership:

1. Motivated Members Make for a Stronger Team
2. Better Communication Equates to More Success
3. Projecting a Positive Attitude Is Paramount
4. Focus on Intrinsic Over Extrinsic Motivation
5. Make Individual Connections That Communicate the "Why"
6. Praise Team Members and Build Motivation
7. Hold People Accountable and Provide Feedback
8. Ask Questions Often and Work Towards Solutions
9. Promote a Healthy Working Lifestyle



<https://www.lifehack.org/853716/leadership-motivation>

21

So, how the motivation is related to the leadership is there. Motivated members make for a stronger team, and better communication equates to more success; projecting a positive attitude is paramount—the focus on intrinsic over extrinsic motivation, which we had discussed initially. So, somebody will be motivated by intrinsic; somebody will be motivated by extrinsic motivation.

Make individual connections that communicate the why that is very, very important. Praise Team members and build motivation, hold people accountable and provide feedback, ask questions often, work towards the solution, and promote a healthy working lifestyle at the workplace.

**(Refer Slide Time: 29:13)**

### Case Study: Attaching the Carrot to the Stick

- It seems like common sense that people work harder when there are incentives at stake, but many scholars question this premise. Alfie Kohn has long suggested that workers are punished by rewards and urges that organizations avoid tying rewards to performance because of the negative consequence that can result. As an alternative to rewards, some experts recommend that managers foster a positive, upbeat work environment in hopes that enthusiasm will translate into motivation.
- Although rewards can be motivating, they can reduce employees' intrinsic interest in the tasks they are doing. Although these lines, Mark Pepper of Stanford University found that children who were not rewarded for using the pens were eager to use them. And neuroimaging researcher at Cal Tech found that when incentives reached a certain threshold, the brain's reward center began to shut down and people became distracted.



22

As usual, this is a case study about the characteristics.

**(Refer Slide Time: 29:19)**

#### Questions:-

1. Do you think that, as a manager, you should use incentives regularly? Why or Why not?
2. Can you think of a time in your own life when the possibility of receiving an incentive reduced your motivation?
3. What employee behaviors do you think might be best encouraged by offering incentive rewards?



25

And then, based on this, you can answer these questions.

**(Refer Slide Time: 29:24)**

**Research Paper**

 Journal of Educational Administration  
Vol. 49 No. 3, 2011  
pp. 256-275  
© Emerald Group Publishing Limited  
0967-8234  
DOI 10.1108/0957823111129055

**Principals' leadership and teachers' motivation  
Self-determination theory analysis**

Ori Eyal  
School of Education, Hebrew University of Jerusalem, Jerusalem, Israel, and  
Guy Roth  
Department of Education, Ben Gurion University of the Negev,  
Be'er Sheva, Israel

Received March 2010  
Revised August 2010  
Accepted August 2010

**Purpose**  
The purpose of this paper is to investigate the relationship between educational leadership and teacher's motivation. The research described here was anchored in the convergence of two fundamental theories of leadership and motivation: the full range model of leadership and self-determination theory. The central hypotheses were that transformational leadership would predict autonomous motivation among teachers, whereas transactional leadership would predict controlled motivation.



26

This is the research paper on principal's leadership, teachers' motivation, self-determination theory analysis, and transactional leadership that would predict the control motivation.

(Refer Slide Time: 29:36)

**Book Recommendations**

**Understanding motivation and emotion**

Authors: [Johnmarshall Reeve](#)  
Publisher: Wiley  
Language: English  
Paperback: 560 Pages  
ISBN-10 : 1119441285  
ISBN-13 : 978-1119441281

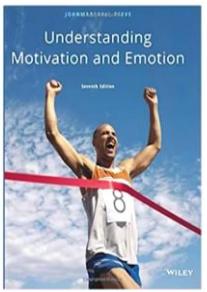
  


Image Source: <https://www.wiley.com/en-au/Understanding+Motivation+and+Emotion%2C+7th+Edition-p-9781119367604>

29

Moreover, this is the book about understanding the motivation and emotions and then how these motivations and emotions direct your successful leadership is there.

(Refer Slide Time: 29:46)

## Book Recommendations

The past ten years have seen an explosion of useful research surrounding human motivation and emotion; new insights allow researchers to answer the perennial questions, including "What do people want?" and "Why do they want what they want?" By delving into the roots of motivation, the emotional processes at work, and the impacts on learning, performance, and well-being, this book provides a toolbox of practical interventions and approaches for use in a wide variety of settings. Useful in schools, the workplace, clinical settings, health care, sports, industry, business, and even interpersonal relationships, these concepts are profoundly powerful; incorporated into the state-of-the-art intervention programs detailed here, they can enhance people's motivation, emotion, and outlook while answering the core questions of any human interaction.

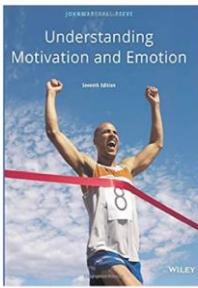


Image Source: <https://www.wiley.com/en-au/Understanding+Motivation+and+Emotion%2C+7th+Edition-p-9781119367504>



30

So, therefore why do they want what they want. So, therefore in that case, once you understand, you can provide the right approach or direction.

(Refer Slide Time: 29:58)

## References:

- Eyal, O. and Roth, G. (2011), "Principals' leadership and teachers' motivation: Self-determination theory analysis", *Journal of Educational Administration*, Vol. 49 No. 3, pp. 256-275. <https://doi.org/10.1108/0957823111129055>
- Hughes, R. L., Ginnette, R. C., & Curphy, G. J. (2012). LEADERSHIP: enhancing the lessons of experience. In *LEADERSHIP: enhancing the lessons of experience*.
- Robbins, S. P., & Judge, T. (2007). Organizational behavior. Upper Saddle River, N.J: Pearson/Prentice Hall.



31

These are the references for further studies, and this is all about the relationship between motivation and leadership. Thank you.

**Leadership and Team Effectiveness**  
**Prof. Santosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology – Roorkee**

**Lecture – 34**  
**Introduction to Groups and Teams**

So, we have discussed leadership, and our subject is leadership and team effectiveness. So, some parts of the team are compelling, how to lead the team that we have discussed in our earlier sessions, but now we will talk about how our team is constituted and the relationship between the leadership and the team effectiveness. We also have to understand first the difference between group and team?

**(Refer Slide Time: 01:00)**

### Contents

- Groups
- Characteristics and Functions of Group
- Groups found in Organization
- Why do people Joins Groups
- Team and Its characteristics
- Common Barriers Faced by High-Performance Work Teams
- Groups Vs Team
- What makes Teams Effective
- Case Study
- Research Paper
- Book Recommendation
- References



35

So, therefore when we talk about the groups, the characteristics and the functions of the group, the groups found in an organization, and why do people join a group, team and then this will be about the group, and then we will talk about the team because we are talking about the conversion of the group into a team is there. So, a team and its characteristics are common barriers faced by high-performance work teams. Then the group versus team, what makes the team so effective, the case study, research paper, a book recommendation and the references, as usual, are there.

**(Refer Slide Time: 01:36)**

## Group

- Two or more individuals, interacting and interdependent, who have come together to achieve particular objectives.
- Group can be defined as a collection of individuals who have regular contact and frequent interaction, mutual influence, the common feeling of camaraderie, and who work together to achieve a common set of goals.
- A group behavior can be stated as a course of action a group takes as a family.



Image Source: <https://www.mymembersoftware.com/images/groups.jpg>

36

So, whenever we are talking about a group, two or more individuals are interacting and interdependent. So, therefore the requirement is that there are two or more individuals. So, at least for a group, two persons are required, and that is they are interacting with each other and interdependent; they are dependent on each other and what for to achieve a particular objective or goal, to achieve a particular common goal.

Both have a common goal that is a particular objective are there. So, the group can be defined as a collection of the individuals who have regular contact and the frequent interaction, mutual influence, the familiar feeling of the camaraderie and who work together to achieve a standard set of goals. Group behaviour can be stated as a family's course of action.

Moreover, in that case, it will always be just like a family. So, in the family, naturally, there is more than one minimum of two members, and they are interacting and interdependent, and as a result of which, in the organization also we find that is these type of the group interaction is there, and they are for the common objective, they are working together, and they are interdependent is there.

**(Refer Slide Time: 03:17)**

## Definitions of Groups

Author	Definition
Wendell L. French	A group is a number of persons, usually reporting to a common superior and having some face to face interaction, who have some degree of interdependence in carrying out tasks for the purpose of achieving organizational goals.
G. S. Gibbard, J. J. Hartman, and D. Mann	Two or more persons who are interacting with one another in such a manner that each person influences and is influenced by each other person.
Doublon Forsyth	Two or more individuals who are connected to one another by social relations.

Source: <http://bankofinfo.com/what-is-the-meaning-of-group/>



37

So, the definition of the group that is the Wendell L French has given a group is several persons usually reporting to a common superior and having some face-to-face interaction who have some degree of interdependence in carrying out tasks to achieve the organizational goals are there. So, is another crucial point they are reporting to a common superior.

Furthermore, therefore, in that case, this is becoming an additional characteristic of a group. So, some face-to-face interaction has some degree of interdependence which we have already mentioned earlier, to achieve the organizational goals. Now, G. S Gibbard, J.J Hartman and D. Mann have given this definition of two or more persons interacting with one another in such a manner that each person influences and is influenced by each other person.

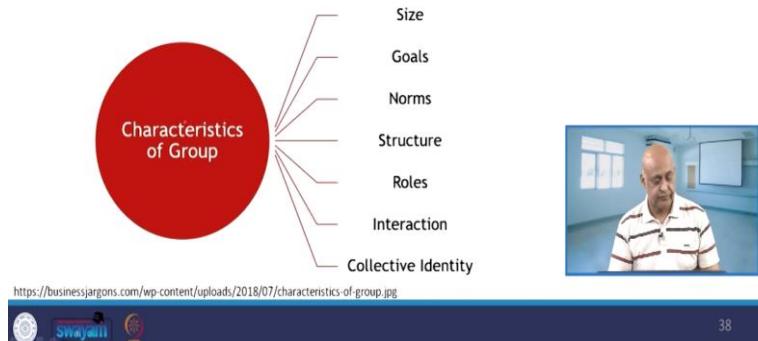
So, this is also somewhat related to our leadership where the two persons are there, they are interacting with each other, and influence is there, and in the definition of these leaders we have talked about, that is leadership? Leadership is to influence the other, and here in this group, members are also influencing each other. Doublon and Forsyth have given another definition of two or more individuals connected by social relations.

So therefore, in that case, this has been explained as a part of this social relation. However, in every definition, we will find that the common is that is at least two or more members are there they are going to achieve the common goal, and they are influencing each other, this is the characteristics here, and they are working together for face-to-face interaction may be or for that particular task for which they are interdependent is there.

**(Refer Slide Time: 05:26)**

## Characteristics of Groups

- **Size:** To form a group, it must be having at least two members. Practically, the number of group members ranges from 15 to 20. The more the members in the group, the more complex it is to manage.
- **Goals:** Every group has certain goals, that are the reasons for its existence.



<https://businessjargons.com/wp-content/uploads/2018/07/characteristics-of-group.jpg>

38

So, what is the size? So, to form a group, it must have at least two members. Practically the number of group members ranges from 15 to 20, and the more the members in the group, the more complex it is to manage there; however, I remember that is in the book (( )) (05:46) management book is written that is with one superior there should be four to five, five to seven subordinate should be there means that is one group.

So, in one group, there are not too many; however, this book has been especially mentioned the 15 to 20, but as per the reporting is concerned, what should be the size of the group? As far as the reporting is concerned, that has to be from 5 to 7. Every group has specific goals that are the reasons for its existence. So, a common goal is there, working for that.

(Refer Slide Time: 06:29)

## Characteristics of Groups(Cont.)

- **Norms:** A group has certain rules, for interacting with the group members.
- **Structure:** It has a structure, based on the roles and positions held by the members.
- **Roles:** Every member of a group has certain roles and responsibilities, which are assigned, by the group leader.
- **Interaction:** The interaction between the group members can occur in several ways, i.e. face to face, telephonic, in writing or in any other manner.
- **Collective Identity:** A group is an aggregation of individuals, which are separately called as members, and collectively called as a group.

<https://businessjargons.com/group.html>

39



The norms of a group have specific rules for interacting with the group members, and the structure has a structure based on the roles and positions held by the members. So therefore, in that case, there will be specific rules and regulations, and norms will be there for a particular group there will be particular norms will be there. It has a structure based on the roles and positions held by the members.

So, therefore that also has to see that is what organizational structure is there. Roles are every member of a group has specific roles and responsibilities. So, therefore, in that case, every member has stuck to a particular role that he has to perform and which is assigned by the group leader. Interaction between the group members can occur in several ways: face-to-face, telephonic, in writing, or any other manner.

Moreover, that is about the online. Nowadays, we can say that the interaction is on the online use of technology. So, therefore it can be face-to-face or by the use of technology or in writing or any other manner is there where the interaction will be there because they are interdependent. That is a collective identity. Unlike, for example, you are saying finance department, marketing department, HR department, IT departments, system department.

So, therefore it is an aggregation of the individuals who are separately called members and collectively called a group. So, here it will be essential, so whenever we are talking about the collective identity, they all represent and then you, please also understand group performance. So, group performance will also be measured because of the collective identity of group performance.

Furthermore, whenever there is group performance is measured, individual performance will be measured. That is fine, but group performance will also be measured, especially in these project-based organizations. So therefore, in that case, this project-based organization where the projecting is there and then they are working together. So, this will be called as members in collective called as a group is there.

**(Refer Slide Time: 08:53)**

## Functions of Groups

Some functions include the following:

- Working on a complex and independent task that is too complex for an individual to perform and that cannot be easily broken down into independent tasks.
- Generating new ideas or creative solutions to solve problems that require inputs from several people.
- Serving liaison or coordinating functions among several workgroups whose work is to some extent independent.
- Facilitating the implementation of complex decisions.
- Serving as a vehicle for training new employees, groups teach new members methods of operations and group norms.



<https://www.edunote.com/group>

40

Some functions include working on a complex and independent task that is too complex for an individual to perform and that cannot be easily broken down into independent tasks are there, and therefore, in that case, they divide this task into the different members. Generating new ideas or creative solutions to solve problems requires input from several people.

I have mentioned the skills of managerial skills and leadership skills. So, therefore technical skills, human skills, conceptual skills, analytical skills, and designing skills are there. So, that is about the technical skill, and job knowledge is their human skill, interpersonal relationship is there—conceptual skills about the knowledge of that particular concept about that particular knowledge in depth.

Then designing skill is there. That is, the creativity skill you are designing is there. So, therefore whenever you are talking about these skills, this is creating the creative solutions to solve the problems. From my experience, I learned that every problem has a solution.

However, the problem is that we do not accept the solution, so the problem remains a problem. Suppose the problem is that somebody has hurt us and what is the solution? The solution is that we have to forgive that particular person in a given situation, but we will not forgive that person, we have a conflict with that particular person, and we will not forgive.

Similarly, there will be the solution to forget it or ignore it, but those solutions will not be acceptable. For some people, it is acceptable, some people, it is not acceptable, but then generating new ideas is a creative solution that requires the input from several people.

Serving liaison or coordinating functions among the several workgroups whose work is independent, and this is the reasoning and coordinating.

Facilitating the implementation of the complex decision so any complex decision is there with the help of this your group then you can solve that problem and accomplish that particular target. Serving as a vehicle for training new employees, groups teach new members methods of operations and the group norms.

(Refer to Slide Time: 11:30)

## Groups Found in an Organization

There are four types of Groups found in an organization:

### 1. Formal group:

This group is defined by the organizational structure. After planning, organizations group the activities and put those under a formal structure, deciding their goals and objectives and strategies to achieve the same. Formal group members report to their superiors and interact with each other to achieve the common goals.

### 2. Command group:

This group is also known as task group. A task is defined as cross-functional activities, carried out by group members to accomplish a common goal. A team represents the nature of a command group. A command group can be formed by drawing members from various formal groups.



There are four types of groups are there. One is the formal group, and the organizational structure identifies this group and after planning, organizing group the activities and put those under the formal structure, deciding their goals and objectives and strategies to achieve the same. The formal group members report to their superiors and interact to achieve the common goals.

So, that formal group is there, and everybody knows how these formal groups work in the organization. The second is the command group. This group is also known as a task group. A task is defined as the cross functioning activities carried out by members to accomplish a common goal. A team represents the nature of a command group; a command group can be formed by drawing members from various formal groups.

(Refer to Slide Time: 12:20)

### **3. Committees**

To achieve results, organizations often form permanent or temporary committees, drawing members from various formal groups. Committees also represent the presence of cross-functional members. While for a command group, goals may be specific, for committees, it is varied.

### **4. Informal groups:**

Informal groups are formed within a formal organizational structure. Informal group members primarily meet the social or affiliation needs sharing their common interests. Thus informal groups are not organizationally determined; the members themselves from such groups to fulfil their needs for social interaction.



<https://www.yourarticlelibrary.com/organization/groups-found-in-an-organisation-4-types/44999>

42

The third type of group is a committee. Organizations often form permanent or temporary committees and draw members from various formal groups to achieve the results. Committees also represent the presence of cross-functional members, and while for a command group, goals may be specific for the committees, it is varied. Informal groups are formed within a formal organizational structure, and informal group members primarily meet the social or affiliation need to share their common interests.

Thus, informal groups are not organizationally determined. The members themselves of such a group fulfil their need for social interaction. So, we started with the formal groups, and then we ended with the informal groups being there. So, therefore in that case, whether you are in the formal or informal groups are there, it has to be decided that is what is the purpose for which these group has been formed.

And then once it is formed and then the organization will be making the support maybe legally, or the informally will be the support will be there.

**(Refer to Slide Time: 13:23)**

## Why Do People Join Groups

The following points help us understand the need of joining a group by individuals –

- **Security mirrors strength in numbers.** Status pinpoints a prestige that comes from belonging to a specific group. Inclusion in a group is considered as important because it provides recognition and status.
- **Self-esteem transmits people's feelings of self-worth.** Membership can sometimes raise feelings of self-esteem like being accepted into a highly valued group.
- **Affiliation with groups can meet one's social needs.** Work groups significantly contribute to meet the need for friendships and social relations.



Now a question arises why do people join the group? So, security, mirror, strength in numbers. So therefore, in that case, this is a status that pinpoints a prestige that comes from belonging to a specific group. Inclusion in a group is considered vital because it provides recognition and status. Self-esteem transmits the feeling that self-worth is there; membership can sometimes raise self-esteem, like being accepted into a highly valued group.

Moreover, in that case, what happens is that they are the intellectual people and form their group. So, that is, self-esteem transmits people feeling of self-worth is there okay if they belong to that particular group which is the group of highly intellectual members. Affiliation with groups can meet one's social needs also. So, work groups significantly contribute to meeting friendships and social relationships.

So therefore, in that case, there will always be a need to meet for their friendship in the social relations are there and therefore, in that case, that may be based on their social background is there. So, this is you can meet your social needs are there.

**(Refer Slide Time: 14:33)**

## Why Do People Join Groups(cont.)

- **Groups represent power.** What mostly cannot be achieved individually becomes possible with group effort. Power might be aimed to protect themselves from unreasonable demands. Informal groups provide options for individuals to practice power.
- **People may join a group for goal achievement.** Sometimes it takes more than one person to accomplish a particular task.



Group represent the power. So, what cannot be achieved individually becomes possible with the group effort, and power might protect themselves from unreasonable demands. The informal group provides an option for the individuals to practice the power is there, and therefore, whenever we have the informal groups, the options will be provided for the practising the power.

People may join a group for goal achievement; sometimes, it takes more than one person to accomplish a particular task, and therefore a group has been formed. Now, whenever we are talking about the conversion of the group into a team.

**(Refer Slide Time: 15:08)**

## Teams

- A group whose individual efforts result in performance that is greater than the sum of the individual inputs.
- A team becomes more than just a collection of people when a strong sense of mutual commitment creates synergy, thus generating performance greater than the sum of the performance of its individual members.
- A team is a group of people who collaborate on related tasks toward a common goal.



Now a group whose individual effort result in performance that is greater than the sum of the individual inputs is there, and here I would like to mention that is when we are talking about

these ((15:20) whenever we are talking about the group now this is the group these are the 1, 2, 3, 4, 5, 6 people. So, these are the six employees they are working together. They are connected.

However, as an official or formal group, they are dependent, and that is interdependency is there among these groups, but there is no synergy when I say that is this is the group of persons who are working, but here they are connected. So, it is not only that they are formally interdependent, but they are informally also dependent on each other then this synergy that we will say is this group is converted into a team.

Whenever this group has to convert into a team, it is for what purpose? It is for the performance. Their total output will be much more than the group whenever they work together. Whenever the groups are converted into a team, the managerial effectiveness, productivity, organizational effectiveness, and the sum of the individual inputs will be much more. That is why you see ESOP is their employee share of profit.

Why are those working on the projects and working as a team, and you find that the project team is getting much more than another? Because another project team could not connect, they remained only. So, a team becomes more than just a collection of people. So, as I also mentioned in the diagram, a strong sense of the value system's mutual commitment creates synergy.

So, this generates a performance more excellent than the sum of the performance of the individual members. A team is a group of people who collaborate on a related task towards a common goal. Now, this is also to be understood that is interdependency is for what? One very important is for the organizational accomplishment of a goal.

**(Refer to Slide Time: 17:27)**

## Definitions Teams

Authors	Definitions
Katzenbach, J.R. and Smith	A team is a small group of people with complementary skills committed to a common purpose and set of specific performance goals
G. Moorhead and R.W. Griffin	A small number of people with complementary skills who are committed to a common purpose, common performance goals, and an approach for which they hold themselves mutually accountable.
W. Dyer	A team is a work group that must rely on collaboration if each member is to experience the optimum success and achievement



46

Many scholars have defined these particular concepts in their perspective, and then, like here, Katszenback has defined the team as a small group of people. With the period, these definitions are changed, and different people are given different definitions, so I need not be confused when I say these small groups of people. Now, what is a small?

Ten is small, 20 is small, 100 is small, and 1,000 is small. So, therefore, in that case, this is in the context of complementary skills committed to a common purpose. Now that common purpose if we are talking about the overall organization, a multinational company so then this small group will be much more extensive group will be there, but when we talk about the section of that multinational company, then it will be a small group there.

So, again it is a common purpose and specific performance goal. Once the goal has been achieved, that particular team will stop functioning. Now other scientists, Moorhead and the Griffin have given a small number of people with complementary skills committed to a common purpose, common performance goals and approach for which they hold themselves mutually accountable.

This is an additional point compared to the other definitions discussed; there is mutual accountability. So, one cannot say that is he has done not me no you are a member of the team. So, we have done it, whether it is a success or a failure. So, dad has given another definition (0) (19:01) must rely on. Now he is not talking about the size.

Here he is talking about the small group, which is about the small group; we must rely on collaboration to experience the optimum success and achievement. Dear friend, this is the real crux of working together is there. So, why we are working together, and why we are interdependent? So, our personal and organizational goals are to be achieved, which is the optimum success.

I alone cannot do anything unless and until I do not get my team members, not the group members team members. When I get my team members, I will do that.

(Refer to Slide Time: 19:43)

### Characteristics of a Team

There are some of the significant characteristics of a team that discriminates it from a group:

- **Common Goal:** The members work to achieve a particular team objective.
- **Team spirit:** The enthusiasm of the members to reach out the team goal is always high.
- **Trust:** In a team, individuals believe and rely on each other's capabilities and skills.
- **Leadership:** There is a clear leadership within a team, and the selected team leader heads the activities.



<https://theinvestorbook.com/wp-content/uploads/2019/12/Characteristics-of-a-Team.jpg>

47

So, what are the characteristics of a team? So, the common goal like a group the team spirit these characteristics is ver The members' enthusiasm to reach out the team goal is always high so working together and therefore whenever we see any games especially when you see the hockey or you see the football and way they are playing, and that shows or in cricket.

So therefore, then, in that case, you will find that it is the enthusiasm of the members to reach the team goal that you can see in the field it is self-evident whether there is a team spirit or not. So, there might be the captain and the players, but if there is no team spirit, you can see they are not working in coordination with each other, but when they work in coordination, you can see.

Whether you win or lose, that is a different issue, but the team spirit will be visible; the trust another very, very important dimension in a team, and they have the trust to each other, and what is our subject is leadership and team effectiveness. Here is the leadership's role, and do

you understand what a leader does? The leader provides the direction with a clear cut direction and instruction on what to do, what not to do, and what will work.

What will not work is the clear cut direction, that clear leadership that will be creating a team, and the selected team leaders (( )) (21:17) activities is there and therefore to be a successful leader. So, what we understand is that? The clear direction required by the leader is there. Now here in this characteristic of a team which we are talking about, there are two parameters I would like to take in this particular picture. Is it one of the collaborations which I have talked about?

So, they are working. This has been given in terms of the team spirit whenever we talk about what is there and the defined roles. Roles that have to be very clear who will do this job. So, anybody will do this job, so nobody does the job, and somebody will talk about this. So, despite this, everybody does the job clearly and is doing his job. So therefore, in that case, there are defined roles are becoming very, very important.

**(Refer Slide Time: 22:09)**

### Characteristics of a Team(Cont.)

- **Mutual Accountability:** Each individual is equally responsible for the underperformance and failure of the team.
- **Interdependency:** The actions of the members within a team are jointly dependent on that of other members.
- **Defined Roles:** Every individual in a team, has been allocated specific roles or responsibilities to accomplish.
- **Streamline Direction:** The team leader is the one who shows the way to the members and monitors their operations.
- **Collaboration:** There is a high degree of synergy or coordination among the team members.



<https://theinvestorsbook.com/group-vs-team.html>

48

Mutual accountability is there, so nobody can escape from the responsibility of being equally responsible for the underperformance and failure of the team. Interdependency is the condition for the team; defined roles are there has been allocated specific roles, and the streamlined direction is there that is the leader's role is there who shows the way to the members and monitors are there, operations are there that synergy and collaboration which already I have explained.

**(Refer Slide Time: 22:37)**

## Common Barriers Faced by High-Performance Work Teams

There are some common characteristics seem to be strong indicators of a team that is not functioning at its peak or that needs intervention:

- **Nonparticipating leadership.** Team members fail to use a democratic leadership style that involves and engages team members.
- **Poor decision-making.** Team members make decisions too quickly without a blend of rational and intuitive decision-making methods.
- **Infrequent communication.** Lines of communication are closed and infrequent.
- **Lack of mutual trust.** Team members do not fully trust each other or the team as an entity.



49

Nevertheless, it is not that easy dear friends, because there are specific barriers. Those common barriers faced by the high-performance work team, then why people are not working in the team? Because there are specific reasons, those reasons are called barriers. What barriers are there? Non-participating leadership now is the positional leader, but their team members fail to use a democratic leadership strength.

They are not connecting with the followers or the group or team members, and therefore, the leader is there but not involved. So, non-participating leadership is there, and they are only positional leaders by the organizations, poor decision-making. So, naturally, the team members are interdependent; they are dependent on the leader; the leader has to make the decisions then only there will be any action.

Nevertheless, no poor decision making; he is looking toward his superior, he is looking to his superior, and nobody is making a decision. So, team members make decisions too quickly without a blend of rational and intuitive decision-making methods. So, if a team is there, that leader will have directional leadership, and there will be directional leadership. The team will take intuitive decision-making, which will be acceptable.

Infrequent communication lines are closed, and the infrequent is there; therefore, nobody is clear who is supposed to be known; he is not known. So, therefore a lack of mutual trust, the team members do not fully trust each other, and as a team, they are not working as an entity. So, these common barriers are affecting the performance of your team.

**(Refer Slide Time: 24:20)**

## Cont.

- **Diversity not valued.** Team members do not value the diversity of experience and backgrounds of their fellow team members.
- **Inability to manage conflict.** Not dealing with conflict openly and transparently and allowing grudges to build up can destroy team morale.
- **Lack of goal clarity.** Team members are unsure about their roles and the ultimate team goals, resulting in a lack of commitment and engagement.
- **Poorly defined roles and responsibilities.** Team members are not clear about what they must do and what they must not do.
- **Negative atmosphere.** An overall team culture that is not open, transparent, positive and future-focused results in a failure to perform at high levels.



Source: <https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/developingandsustaininghigh-performanceworkteams.aspx>

50

So, we have to understand that when working together and then it is not valued; we have to get the work done. So, the inability to manage the conflict is naturally. There are different personalities. So, every personality is different from the other and works together. So naturally, there will be conflicts, but the conflicts have to be resolved.

Furthermore, if the leader cannot resolve the conflict, leg-pulling backbiting will be the culture—a lack of clarity for what we are working on. So, I remember one case study where the pharmaceutical industry employees were interviewed and asked about their role in the organization? So, somebody said I am the production manager, I am the operations manager, but nobody said that we are producing the medicine that is saving the lives of the others.

So, what is the goal? The goal is not to manufacture something x, y, or z. The goal is to prepare the x, y, and z for saving the life of the others. So, therefore, in that case, there will be a lack of commitment and engagement and poorly defined roles and responsibilities; as I mentioned, there is no clear cut, hostile atmosphere is there and overall team culture that is not open, transparent, positive, and the future focus results in a fairly you have to perform at high levels are there.

**(Refer Slide Time: 25:55)**

## Groups Vs Teams

Basis	Groups	Teams
Meaning	A collection of individuals who work together in completing a task.	A group of persons having collective identity joined together, to accomplish a goal.
Leadership	Only One Leader	More than One
Members	Independent	Interdependent
Focus on	Accomplishing individual goals	Accomplishing Team goals
Work Products	Individual	Collective



51

So, ultimately we will understand the difference between the groups versus teams. So, that is the collection of individuals who work together on a complete task. A group of persons having a collective identity join together to accomplish a goal. Leadership is only one leader. More than one is there because their accountability is there; they can make the decisions, so that is the meaning of the leadership.

Members are independent; it is interdependent. Focus is on accomplishing the individual goals; team goals are there, work product is individual, and collectivism is there.

**(Refer to Slide Time: 26:28)**

## Ingredients for creating effective teams:

- Ideal Size and Membership.
- Fairness in Decision-Making.
- Creativity.
- Accountability.
- Purpose and Goals.
- Action Plans.
- Roles & Responsibilities.
- Information Sharing.
- Good Data.
- Meeting Skills and Practices.
- Decision Making.
- Participation.
- Ground Rules.
- Clear Roles.
- Accepted Leadership.
- Effective Processes.
- Solid Relationships.
- Excellent Communication.



52

So, ultimately how to create an effective team. So, the ideal size in membership is there; as I mentioned, one should control and get work done. That should be the ideal size and membership, and that will be decided on the nature of the job and the task to be completed.

Fairness in the decision-making is there, and therefore, if you are fair in decision-making, then there will be no compliance by one member against another member.

Creativity identifies the solutions. The best part of creativity is what is providing the solutions. Accountability is there, purpose and goals are there, action plans, roles and responsibilities, information sharing, good data, meeting skills and practices, decision making and participation, then the ground rules are there, clear roles, accepted leadership, effective processes, solid relationship and the excellent communication is there.

**(Refer Slide Time: 27:25)**

## What Makes a Team Effective

Here focus on 4 major factors of an effective team:

### 1. Supportive Environment

Teamwork is most likely to develop when management builds a supportive environment for it. Creating such an environment involves encouraging members to think like a team, providing adequate time for meetings, and demonstrating faith in members' capacity to achieve.

### 2. Skills and Role Clarity

Team members must be reasonably qualified to perform their jobs and have the desire to cooperate.

Beyond these requirements, members can work together as a team only after all the members of the group know the roles of all the others with whom they will be interacting.



53

So, they focus on the four major factors of an effective team. Finally, based on the previous characteristics, we can conclude that there are four supportive environments; teamwork is most likely to develop when management builds a supportive environment. Creating such an environment involves encouraging members to think like a team, collective thinking, collective wisdom, and providing adequate time for meetings, for timely meetings.

And then, there is a proper democratic meeting organized and demonstrating the faith in members and capacity to achieve. Second, skills and role clarity are there, and team members must be reasonably qualified to perform their job and desire to cooperate. Beyond these requirements, members can work together and therefore, in that case, they know what my role is and what is the role of the others. So that clarity is there.

**(Refer Slide Time: 28:21)**

### **3. Super Ordinate Goals**

A major responsibility of managers is to try to keep the team members oriented toward their overall task. Sometimes, unfortunately, an organization's policies, record-keeping requirements, and reward systems may fragment individual efforts and discourage teamwork.

### **4. Team Rewards**

Another element that can stimulate teamwork is the presence of team rewards. These may be financial, or they may be in the form of recognition. Rewards are most powerful if they are valued by the team members, perceived as possible to earn, and administered contingent on the group's task performance.



Source: <https://www.edunote.com/team>



54

Superordinate goals are there. So, a significant responsibility of managers is to keep the team members oriented toward their overall task. So, unfortunately, what sometimes happens in the organization's policies record keeping requirements and reward system may fragment individual efforts and discourage teamwork. So that the organization's culture is the organization's overall goals that should support the collective effort and not the individual efforts, then rewards will be there.

So, the reward will not be only for one person. It will be rewarded to the team; therefore, in that case, as I was giving the example of the project team especially and there you will find that whether it is financial or non-financial is there like the recognition is there, but they are such powerful that it is the team members they feel pride by doing the work together. Therefore as the administrative purpose, they find that their performance has been recognized.

**(Refer Slide Time: 29:15)**

### **Case Study: The Calamities of Consensus**

When it is time for groups to reach a decision, many turn to consensus. Consensus, a situation of agreement, seems like a good idea. To achieve consensus, groups must cooperate and collaborate, which ultimately will produce higher levels of camaraderie and trust. In addition, if everyone agrees, then the prevailing wisdom is that everyone will be more committed to the decision.

However, there are times when the need of consensus can be detrimental to group functioning. Consider recent "fiscal cliff" faced by the U.S. Government toward the end of 2012. The white house and congress needed to reach a deal that would reduce the swelling budget deficit. However, many Republicans and Democrats stuck to their party lines, refusing to compromise.



55

Here we will find this case study that is the calamities of the consensus, time for groups to reach a decision, and in detail, this case study you can find out and about how the team is essential for any particular objective is there.

**(Refer Slide Time: 29:33)**

### **Case Study: The Calamities of Consensus**

Who then makes the final decision. Critics also argue that because of pressure to conform, groupthink is much more likely, and decisions reached through consensus are simply those that are disliked the least by everyone.

**Questions:-**

1. Is consensus a good way for groups to make decisions? Why or Why not?
2. Can you think of a time where a group of which you were part relied on consensus? How do you think the decision turned out?
3. Martin Luther King Jr. once proclaimed, "A genuine leader is not a seeker of consensus but a modeler of consensus." What do you think he meant by that statement? Do you agree with it? Why or why not?



57

Here this question will be an assignment to you. Is consensus a good way for groups to make decisions? Now you see in many organizations what happens the people say, you write my (( )) (29:46), and the rest of the people are saying, okay, this decision is okay? Now the leader is into these, so he is in a problem now what is to be done. So is the consensus to develop a consensus that is a good practice or not, and why or why not.

Can you think of a time when a group you are part of relies on consensus? How do you think the decision turned out, and then when there is any decision of the consensus, do you believe

that type of decision-making process encourages the team or it does not encourage the team functioning is there? A genuine leader is not a seeker of the consensus but a modeller of the consensus.

So, it is not like that he will request or he is seeking that everybody should agree for this particular it is not like this rather than the leader puts the things in such a way that everybody supports that particular idea.

(Refer to Slide Time: 30:42)

## Research Paper Open creative workspaces impacts for new product development team creativity and effectiveness



Journal of Corporate Real Estate  
© Emerald Publishing Limited  
1463-001X  
DOI 10.1108/JCRE-10-2017-0039

Hélène Sicotte  
Department of Management and Technology, Université du Québec, Montreal,  
Quebec, Canada

Andrée De Serres  
Department of Strategy, Social and Environmental Responsibility,  
School of Business Sciences, Université du Québec à Montréal, Montreal,  
Quebec, Canada, and

Hélène Dauriac and Virginie Ménard  
Department of Management and Technology, School of Business Sciences,  
Université du Québec, Montreal, Quebec, Canada

Received 20 October 2017  
Revised 10 April 2018  
Accepted 28 April 2018  
3 November 2018  
9 November 2018  
Accepted 12 November 2018

### Purpose

The purpose of this paper is to further explore the relationship between new product development project teams and their workspace regarding the impact of the physical (space variety, indoor environmental quality, large meeting room, workstation) and sociotechnical environments (project commitment, IT environment) on their creativity and effectiveness.



58

The research paper's open, creative workspace impacts the new product development, team creativity and effectiveness. This paper is relevant to understanding how the team's creativity and effectiveness can be developed for this new product development.

(Refer to Slide Time: 31:01)

### Research limitations/implications

The scope of the data is somewhat limited by the time that the company and its teams could allocate to this paper.

### Practical implications

The arrangement of space reinforces employees' sense of belonging to their team as measured by project commitment which along with satisfaction with the large meeting rooms and IT environment influence both team effectiveness and creativity. Managers could consider these three elements as levers for action. Space variety (or balanced layout) is also a way to support team creativity.

### Originality/value

Even if open spaces are frequently used, the literature on creative spaces is dedicated mainly to an individual. This paper delivers some results and evidence on the concrete and simultaneous impacts of the workspaces on creativity and effectiveness of multidisciplinary new product development (NPD) team.



60

So, this is a research paper.

(Refer to Slide Time: 31:04)

## Book Recommendation

### Group Dynamics for Teams

Publisher: SAGE Publications  
Authors: Daniel Levi  
Language: ENGLISH  
Paperback: 352 Pages  
•ISBN-10 : 9353885396  
•ISBN-13 : 978-9353885397



[https://www.amazon.in/Group-Dynamics-Teams-Daniel-Levi/dp/9353885396/ref=sr\\_1\\_1?dchild=1&keywords=groups+and+teams&qid=1628370266&s=books&sr=1-1](https://www.amazon.in/Group-Dynamics-Teams-Daniel-Levi/dp/9353885396/ref=sr_1_1?dchild=1&keywords=groups+and+teams&qid=1628370266&s=books&sr=1-1)

62

This book recommends group dynamics for teams.

(Refer to Slide Time: 31:07)

## Book Recommendation

This book helps readers to understand and more effectively participate in teams. Group dynamics for teams integrates research and theories of group dynamics in order to apply this information to the ways in which teams operate in organizations. **Key features:** provides a framework for teaching about teams and improving how teams function. Material offering practical advice on techniques and activities to help improve the team's performance special pedagogical features like leading virtual teams, team leader's challenge, psychological surveys, and teamwork activities robust companion website containing discussion questions, Class activities, text Bank, PowerPoint slides, and multimedia links for classroom teaching.



[https://www.amazon.in/Group-Dynamics-Teams-Daniel-Levi/dp/9353885396/ref=sr\\_1\\_1?dchild=1&keywords=groups+and+teams&qid=1628370266&s=books&sr=1-1](https://www.amazon.in/Group-Dynamics-Teams-Daniel-Levi/dp/9353885396/ref=sr_1_1?dchild=1&keywords=groups+and+teams&qid=1628370266&s=books&sr=1-1)

63

Moreover, therefore, in that case, you will find in this book that it talks about the framework for the teaching about teams and improving how teams function and material offering critical advice on techniques and activities to help improve the team's performance or special pedagogical features like the leading virtual teams. Nowadays, we are working online and therefore, the team members are in different places across the globe.

Moreover, therefore, in that case, the virtual teams are there. So, is there any difference between leading the physical team and the virtual teams are there and then what are the

various issues and challenges there can be? By reading this particular book, you will understand how this book helps you to understand to convert the group into a team?

This book also has the company and website continuing discussion questions, class activities, test banks, PowerPoint slides, and multimedia teaching.

**(Refer to Slide Time: 32:10)**

**References:**

- Hughes, R. L., Ginnette, R. C., & Curphy, G. J. (2012). LEADERSHIP: enhancing the lessons of experience. In *LEADERSHIP: enhancing the lessons of experience*.
- Robbins, S. P., & Judge, T. (2007). Organizational behavior. Upper Saddle River, N.J.: Pearson/Prentice Hall.
- Sicotte, H., De Serres, A., Delerue, H. and Ménard, V. (2019), "Open creative workspaces impacts for new product development team creativity and effectiveness", Journal of Corporate Real Estate, Vol. 21 No. 4, pp. 290-306. <https://doi.org/10.1108/JCRE-10-2017-0039>



64

These are the references you can use for your further reading, and the material taken for this particular text is there. So, I am sure that all these references will help you know and identify the barriers in making the group into a team and if the barriers are there, what the solutions are there, which will help you create a better performance-oriented team. Thank you.

**Leadership and Team Effectiveness**  
**Prof. Santosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology – Roorkee**

**Lecture – 35**  
**Characteristics of Leaders, Followers and Situation**

**(Refer to Slide Time: 00:21)**

### Contents

- Personal Leadership and Its Quality
- Followership and its type
- How great leaders inspire followership
- Becoming a Wise Leader: Cultivating Your Situation Awareness
- The Potter and Rosenbach Followership Model
- Followers' Responses to Change
- What qualities good followers must possess?
- Case Study
- Research Paper
- Book Recommendation
- References



2

In this session, we will talk about the characteristic of the leaders, followers and situations and personal leadership and it is quality that is the qualities these leaders have because it is essential to know that is whether the individual's personality and how his or leadership style is there and that is matching, or it is not matching otherwise it will not continue for an extended period.

Then the followership and its type, we talked earlier about three factors: the leader, followers and situation. So, whenever we talk about the followership and its type, how great leaders inspire followership, becoming your voice leader, cultivating your situation awareness of the Potter and Rosenbach followership model, the follower's response to change, and what qualities good followers must possess. Case study, research paper and book recommendations with references as usual.

**(Refer to Slide Time: 01:20)**

## Personal Leadership

- Personal leadership is the desire of an individual to take charge of his or her own life.
- Personal leadership can begin when you decide to be your own life coach and live by a personal mission statement that reflects your values and life goals.
- These leaders share strong, personal bonds with followers, even when the leader occupies a formal organizational role.



Image Source: <https://cdn.sketchbubble.com/pub/media/catalog/product/cache/3/d/3d03b40bd6516866cb0f51de97758786114924e9f1b8fd475d14701/personal-leadership-slide1.png>

3

So, personal leadership is a desire of an individual to take charge of his or her own life and therefore in that case whenever we are talking about the personal leadership; it begins when we are deciding to be our coach, so that is leadership for the person itself by knowing ourselves and live by a personal mission statement that reflects you your values and life goals are there.

So therefore, in that case, the day we start coaching ourselves, there will be a personal mission statement that is what I want to do and definitely when we are talking about leadership. Leadership is what? Leadership is the creation of a vision. Here we are talking about the vision for oneself, as a leader of himself, and therefore, according to that vision and personal mission statement will be there.

Moreover, to achieve this goal or that meeting that objective of the mission statement to reflect our values and life goals is what we want to do. These leaders share solid personal bonds with followers, even when the leader occupies the formal organizational role. So, in that case, it is between the leader and followers to have a strong personal bond.

**(Refer Slide Time: 02:48)**

## Personal Leadership Qualities

- Here are some personal leadership qualities we can cultivate within ourselves to use our positive strengths and talents for our success and the benefit of those we live and work with.
- Vision
- Self-discipline
- Spirituality
- Integrity
- Honesty
- Open communication
- Kindness
- Legacy building



<http://www.leadershipexcellencenow.com/blog/what-is-personal-leadership-and-why-does-it-matter>

4

So, whenever we discuss developing personal leadership, specific characteristics are there, and the qualities are required. So, here are some personal leadership qualities we can cultivate within ourselves to use our positive strengths and talents for our success and the benefit of those we live and work with. First is the vision, then self-discipline, spirituality, integrity, honesty, open communication, kindness, and legacy building. So, first and foremost is the vision that creates the vision.

So, how do we create our vision? Our goal is there. So, whenever we create the vision, then definitely, in that case, that is the goal we want to achieve ultimately, and the self-discipline is there. For example, we talk about time management, or we talk about moral emotions, we talk about mood control. So, therefore that self-discipline will start with the personal leadership qualities are there.

Then the spirituality is there, so, therefore, we will be developing the spiritual quotient. That is, the spirituality will be developed based on whatever the IQ, EQ supports our spirituality, integrity and honesty, integrity open communication. So, in that case, the way we interact with our followers that the leader will also decide. So, these qualities are essential.

**(Refer Slide Time: 04:27)**

## Followership

- Followership demonstrates the capacity to willingly follow a leader.
- It is the ability to take direction well, to get in line behind a program, to be part of a team and to deliver on what is expected of you.
- Effective followers are active participants (partners) in creating the leadership process.
- It is a social relationship between the leader, followers and the group.

GREAT LEADERS START  
OFF AS GREAT FOLLOWERS



<https://media.lrng.org/f0/2c/421e8d0f7a4bc75fb6bb388b03f56d363b1c9-480x360.jpg>

5

Now, whenever we are talking about followership. So, followership demonstrates the capacity to follow a leader willingly. So therefore, in that case, it also requires certain qualities. Everybody will not be a good follower many times; the person becomes a follower at the beginning itself. Later on, it is found that he is changing his leadership if he is deviating.

So therefore, in that case, it is essential that what is the capacity to follow a leader is there. So, everybody will not follow the leader in a direction that gets in line for a long time, and it is a team that delivers what is expected of you. So, influential followers are active participants in creating the leadership process. So, a social relationship between the leader, follower and the group are there.

So, that active participation in creating the leadership process which will develop. Now here, the follower has to develop that will, so only he will be a part of the team then he will have a strong bonding with the leader for an extended period, and whatever is expected from him then he will be able to fulfil those expectations.

**(Refer Slide Time: 05:54)**

## Types of Followers

- A researcher at [Harvard Business Review](#) developed a system for categorizing followers using two metrics: 1) active versus passive, and 2) independent critical thinking versus dependent uncritical thinking.

There are five categories of followers:

- **Survivor**-Right in the middle of the scale, these people are adept at surviving change. They are able to adapt and conform to the situations around them, whether this means stepping up to take on an important task or quietly staying in the background.
- **Sheep**-These are passive people who do not think critically and do not have a strong sense of responsibility.



6

So, this way, there will be different followers, and different types of followers will be there. A researcher at Harvard Business Review developed a system for categorizing followers using two metrics. One active versus passive and two independent, critical thinking versus dependent uncritical thinking. So, the five categories of the followers are there, with the survivor right in the middle of the scale.

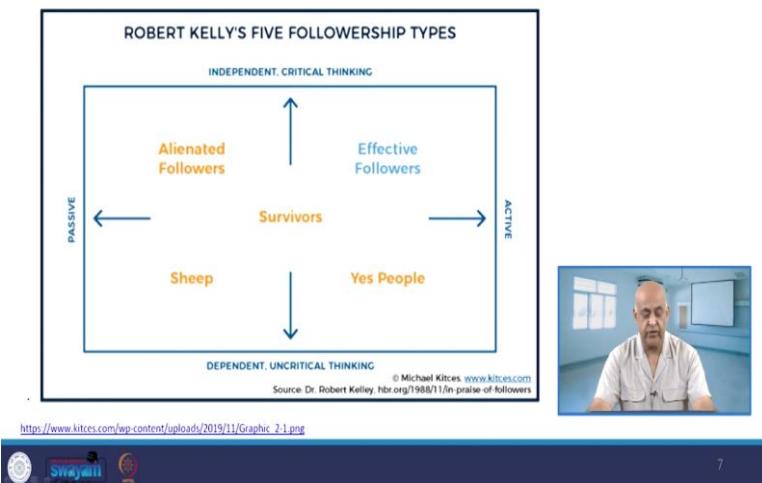
These people are adept at surviving change, and they can adapt and conform to the situations around them, whether this means stepping up to take on an important task or quietly staying in the background. So, therefore here, it becomes exciting that they will adapt to the surviving change. These are the passive people who do not think critically.

Moreover, they do not have a strong sense of responsibility, and therefore they follow the leader. So, they will call this type of follower the sheep followers. So, survivor followers on one side are adapting to the surviving change, while in the case of sheep, they do have not to make much differentiation and therefore, they are just following the leader without having any critical thinking about whether it is right or it is wrong I should follow, or I should not follow.

So, in that case, after the survivor in the sheep type of the followers, research has been done based on this lot of followers.

**(Refer Slide Time: 07:30)**

## Types of Followers(Cont.)



Here are Robert Kelly's five followership types. We will discuss dependent on uncritical thinking and independent and critical thinking. The other side is active, and the passive is there. So, whenever active and dependent, uncritical thinking is there, that will be the yes people. So, these followers will always say the yes is there and whenever there will be the passive and dependent.

So, then that will be sheep type, so there is no uncritical thinking. Now, whenever they are passive and independent and critical thinking, so alienated followers are there, and whenever active and independent critical thinking is there, they are the influential followers are there. So, in that case, what is required from this what we understand is what qualities are required in the follower.

So, a follower is required to be active and independently be able to do the work. It does not mean that he is dependent on the leader, and therefore he should not have uncritical thinking rather than critical thinking.

**(Refer Slide Time: 08:54)**

## Cont.

- **Yes People**

Yes people are those who will readily act when told what to do but depend heavily on leaders for guidance. They do not tend to be proactive.

- **Alienated Followers**

These are independent critical thinkers who are not proactive in their roles. They can effectively carry out their roles, but there is often an undertone of dissatisfaction that prevents them from fully embracing their work and contributing to their fullest potential.

- **Effective Followers**

These are independent critical thinkers who follow through enthusiastically. Effective followers can succeed without leadership but respond to it well, making them ideal independent employees who also work well in teams.



<https://www.eaglesflight.com/blog/the-critical-role-of-follower-ship-in-leadership>

8

So, yes, people are those who will readily act when told what to do but depend heavily on leaders for guidance; they do not tend to be proactive. Moreover, alienated followers are independent critical thinkers who are not proactive in their roles. They can effectively carry out their roles, but there is often an undertone of dissatisfaction that prevents them from fully embracing their work and contributing to their full potential.

So, here we are talking about these alienated followers. In many organizations, we find that this type of these followers finds themselves alienated, the influential followers required ultimately. So, these are the independent critical thinkers who follow through the enthusiastically influential followers can succeed without leadership but respond to it well.

Making them ideal independent employees who also work well in teams is there so what is required. So, whenever we want to see the effectiveness of an individual, even in the absence of that individual, whether the work is done or not. So, if the person the follower is has an independent employee, he also works well. So, that is the objective, and that is developing the competency of the follower.

So, the leader will also be happy because a leader does not want the follower to be a burden rather than a strength.

**(Refer Slide Time: 10:32)**

## How great leaders inspire followership

Here we take a look at how leaders can inspire followership:

- Embrace the concept of servant leadership

Servant leadership is a concept that was [introduced by Robert K. Greenleaf](#).

leaders must first be servants. "The difference manifests itself in the care taken by the servant-first to make sure that other people's highest priority needs are being served,"

- Delegate strategically

Employees want to feel that they're making meaningful contributions. That requires an understanding of how what they do makes a difference. Effective delegation will help to shape this connection.



9

Here we take a look at how leaders can inspire followership. Embrace is the concept of servant leadership. Servant leadership is a concept that Robert introduced. K. Greenleaf and that we have talked about in the earlier session also. Leaders must be servants. The difference manifests itself in the care taken. This is very, very important. Whenever we talk about servant leadership, it must be taken care of.

The servant first makes sure that other people's highest priority needs are being served, then the delegate strategically. So, employees want to fill that they are making meaningful contributions that require understanding how what they do makes a difference. So, therefore in that case, because the leader so to inspire the follower, they give the opportunity and give the opportunity you have to delegate.

So, this delegation has been done and understanding what they do makes a difference, and when you give the delegation, you find that the followers are doing very well that job. Effective delegation will help shape this connection, and therefore, in that case, because that delegation is given, the follower will also have positive thinking towards the leader is there, so that is making a solid relationship.

**(Refer Slide Time: 12)**

## Cont.

- Listen deeply

Employees need to know that they're being *heard* and that their inputs are being objectively considered even, and especially, if those inputs involve perspectives that are outside of the status quo.

- Give clear, specific recognition

Giving clear and specific recognition is a great way to encourage followership.

- Build trust

We follow people that we trust. But, while we may intuitively feel that trust in leaders is built based on their ability to exhibit trustworthiness—that they will support our efforts, be honest and transparent in communications, and “have our backs”—there’s more to it than that.



<https://www.predictiveindex.com/blog/how-great-leaders-inspire-follower/>

10

Listen deeply. Employees need to know that they are being heard and that their inputs are being objectively considered. So, naturally, we have to listen to them to inspire our followers. So, they should feel that they have been heard and their inputs are being objectively considered, especially if these inputs involve perspectives outside of the status quo.

However, with my practical experience, I can say that this time the inputs can be used in future also. So, there is nothing wrong with taking the inputs in a current situation; however, they are not that relevant in the current situation. Give clear specific recognition. So, giving clear and specific recognition is a great way to encourage the followers. We follow people that we trust.

However, while we may intuitively feel that trust in leaders is built based on their ability to exhibit trustworthiness so that they will support our efforts, be honest and transparent in communications and have our backs, there is more to it than that. So, therefore, in that case, it becomes essential that is the relationship between the leader and follower if there is a trusted or not.

So, even when they are not appraising the leader is not present, they understand that yes, this will be appreciated by the leader.

**(Refer to Slide Time: 13:29)**

## Becoming a Wise Leader: Cultivating Your Situation

### Awareness

- Leadership without wisdom is not true leadership.
  - Situation awareness is the perception of elements in the environment, the comprehension of their meaning and the projection of their status in the near future.
- Four strategies [on improving your managerial wisdom](#):

1. Shifting focus from short-term gains/gratifications toward longer-term strategies
2. Continuously reflecting on particular situations (i.e., what happened, examples, counsels of others, etc.) to learn from experience
3. Understanding the limit of your knowledge, skills and abilities
4. Expanding your practical knowledge by developing the ability to interpret situations, accumulating a repertoire of possible responses and implementing a chosen response skillfully.



11

So, becoming a wise leader, cultivating your situation awareness. So, leadership without wisdom is not authentic leadership. Situation awareness is a perception of elements in the environment, the comprehension of their meaning, and their status projection. So, four strategies for improving your managerial wisdom are there. Shifting focus from short-term gains and gratifications toward the longer-term strategies is always essential.

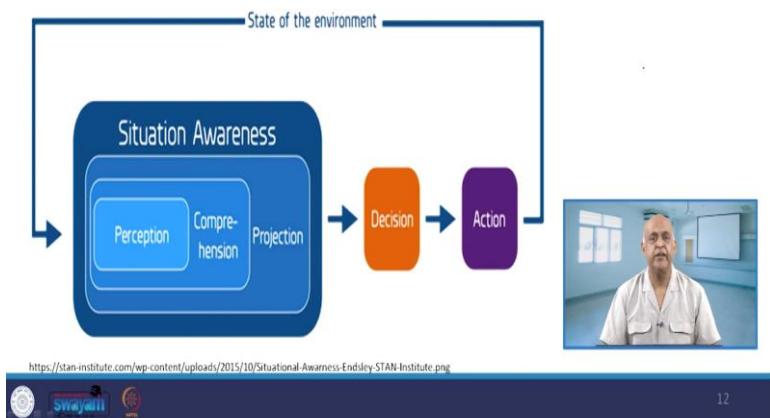
So, therefore it is required that we have this long-term strategy and we do not focus only on the short-term gains, continuously affecting particular situations, what happened, examples, and counsels of others to learn from experience. Understanding the limit of your knowledge, skills, and abilities, I would like to add your hobbies. So, therefore in that case, what type of knowledge, what type of skills, what type of abilities.

Furthermore, what type of these hobbies the follower is having. So, expanding your practical knowledge by developing the ability to interpret the situations, accumulating a repertoire of possible responses and implementing a chosen response skillfully and, therefore, in that case, whatever job we are doing, we are accumulating it. When we are accumulating it, then it works very successfully.

**(Refer Slide Time: 14:56)**

### Cont.

Dr. Mica Endsley, a leading scholar on situation awareness, identified three levels where it can be developed.



Dr Mica Endsley, a leading scholar on situation awareness, identified three levels where it can be developed, perception, comprehension and projection. There is a situational awareness is there, and therefore, in that case, how do we perceive and then our perception we are making comprehensive, and the projections are there and accordingly there will be the decision and actions will be taken.

So, what is most important is situation awareness the leader should adopt the leadership styles according to the situation, and he should be aware of that, and that awareness will come only if he targets the situation; the perceiver and target may be subject that subject of the perception that is very clear. So, if the perception is apparent, then definitely that will have this comprehension and projection very strong.

Furthermore, a strong situation awareness will create a state of the environment when there is strong situational awareness. Now we have also to understand that is why it is necessary. It is necessary because whenever we are talking about the state of the environment, it gives us the decision-making power and when we are talking about the decision-making power, it will give us the actions when these actions are created based on the individual capability of the leader.

**(Refer Slide Time: 16:23)**

## Cont.

### Level I: Perceptions of elements in the environment

- The first step in achieving situation awareness is to be able to perceive the state, characteristics and dynamics of relevant elements in the environment.
- A leader should perceive elements such as employee attitudes, behaviors, performance, motivation or warning signs of employee dissatisfaction, burnout or interpersonal conflicts.

### Level II: Comprehension of the current situation

- Comprehension of the current situation is based on a thorough analyses of all first-level elements. It goes beyond simply being aware of the elements that are presented



13

So, in the perception of elements in the environment, the first step in achieving situation awareness is to perceive the state, characteristics, and dynamics of relevant elements in the environment. So, whenever we talk about the perception in the perception, the characteristics and dynamics of relevant elements. What are the relevant elements are there?

The relevant elements are the organizational culture, organizational power, organizational politics, situational capabilities, and the dynamics of the followers' personalities than the environment. So, all elements in the environment will have to be taken care of. Employee attitude, behaviors, performance, motivation or warning signs of employee dissatisfaction, burnout or interpersonal conflicts.

The comprehension of the current situation is based on a thorough analysis of all first-level elements. It goes beyond simply being aware of the elements that are presented. So, in that case, this comprehension of the current situation will be that the person will be aware of the elements presented and if the thorough analysis is done and the elements presented and they are beneficial, relevant and informative.

**(Refer Slide Time: 17:51)**

### **Cont.**

- As a decision maker, one not only needs to draw a holistic picture of the situation with sufficient knowledge on level 1 elements — but also have the ability to understand the significance of those elements in relation to one's goal.

#### **Level III: Projection of future status**

- This level is achieved through knowledge from elements of the first two levels. Use this knowledge to project the future actions of the elements in the environment.
- This level is especially important, because the ultimate goal of building situation awareness is to utilize the information collected to predict the most likely outcomes as a result of these elements and to use this information for decision making.

<https://fisher.osu.edu/blogs/leadtoday/blog/becoming-a-wise-leader-cultivating-your-situation-awareness>



14

Then definitely, in that case, we will be a good decision-maker, and one not only needs to draw a holistic picture of the situation, not necessarily with sufficient knowledge. On level 1 elements, but also can understand the significance of those elements about one's goal. An excellent point is this. So therefore, in that case, do not worry if you are not having a clear picture of the situation at the level 1 knowledge on level 1. Do not worry, but at least understand those elements of these situations.

Level 3 projection of future status this level is achieved through the knowledge from elements of the first two levels and use this knowledge to project the future actions of the elements in the environment. This level is fundamental because the ultimate goal of the building situation in awareness is to utilize the information collected to predict the most likely outcomes as a result of these elements.

Moreover, to use the information for decision making is there. So, therefore, in that case, whenever at level 3, whatever we have perceived from level 1 to level 2. Now ultimately, we have to give an awareness of the situation and the information collected so that must be projected. So, that projection is essential. So, based on your decision, you will take the projections.

**(Refer to Slide Time: 19:26)**

## **Focus On Followers**

The description of the models are as follows:

### **The Potter and Rosenbach Followership Model**

- Based on two independent dimensions - follower performance levels and the strength of leader-follower relationships.
- The performance initiative dimension is concerned with the extent to which an individual follower can do his or her job, works effectively with other members of the team, embraces change, and views himself or herself as an important asset in team performance.



15

The description of the models is as follows the Potter and Rosenbach followership model. So, based on the two independent dimensions, follower performance level and the strength of the leader-follower relationship. So, the performance initiative dimension is concerned with the extent to which an individual follower can do his or her job and the work effectively with other team members.

So, embracing the change and viewing himself or herself as an essential asset in team performance is there. So, therefore (( )) (19:57), which are effectively working with other members of the team, all these views and those changes that leader has to consider and for the states in the performance is there. So, the follower performance levels that are having a significant concern.

Moreover, naturally, because the ultimate goal which is you are going to achieve will depend on the follower performance and in follower performance level is 1, 2, 3 so that will depend upon the leadership involvement and the leadership direction and in that case that if the individual follower can do his or her job and work effectively, then there is no worry about this to the leader and in that case because the follower is doing his job very well. So, they will be less interference by the leader.

**(Refer Slide Time: 21:03)**

- The relationship initiative dimension is concerned with the degree to which followers act to improve their working relationships with their leaders.
- The Potter and Rosenbach model states that the situation plays an important role in effective followership, but it may not take into account the role that ineffective leadership plays in followership

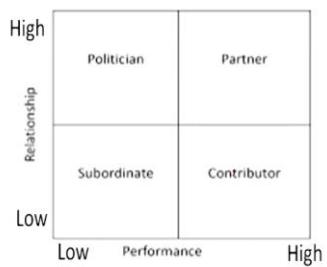


Figure- Potter and Rosenbach Followership Model



SOURCE: [https://vttechworks.lib.vt.edu/bitstream/handle/10919/97891/Alegbeleye\\_ID\\_D\\_2020.pdf?sequence=1&rAllowed=y](https://vttechworks.lib.vt.edu/bitstream/handle/10919/97891/Alegbeleye_ID_D_2020.pdf?sequence=1&rAllowed=y)

16

The relationship initiative dimension is concerned with the degree to which followers act to improve their working relationship with their leaders. So, that is the relationship dimension is there. The Potter and Rosenbach model state that the situation plays an important role in effective followership, but it may not consider ineffective leadership's role in followership.

So therefore, in that case, the situation has to be given the very, very important is there. So, a relationship is low and high, and the performance is low and high. So, if the relationship is low and performance is low, it will be subordinate. It is performance low, and relationship is high, that is the politician is there, and performance is high, and relationship is low, that is a contributor.

Moreover, the performance is high, and the relationship is high that will be the partner (0) (22:00). So, Potter and Rosenbach's followership model that clear cut giving an indication that is how you can make use of the relationship and the performance of the follower to create the effective leadership is there, and the ultimate goal of creating the effective leadership will be that is creating the partners are there.

**(Refer Slide Time: 22:24)**

## The Potter and Rosenbach Followership Model(Cont.)

**Politicians:** These people work harder at impressing their boss than actually getting their work done. They are often very loyal to their leaders and build strong relationships, but are low performers.

**Partners:** These are you're best of the best. They are high performers who are highly committed. They have strong interpersonal skills and good relationships with their leaders. They understand their leaders' vision while also challenging them to take it a step further.

**Subordinates:** They do what they're told, follow the rules, and stay out of trouble but are below average performers and don't have very strong relationships with their leaders.

**Contributors:** While these people do not have an interest in building relationships with their peers or leaders, they are motivated by the subject matter and very hard workers.



Source: <https://prez.com/di4gcyck41/the-potter-and-rosenbach-followership-model/>

17

So, these people work harder in impressing their bosses, these politicians and get their work done, they are often very loyal to their leaders and build strong relationships but are low performers are there. So, that is how they are called the politicians. These are you are the best of the best. These are the high performers who are highly committed. They have strong interpersonal skills, and good relationship with their leaders is there.

Moreover, they understand their leader's vision while challenging them to take it a step further. Subordinates who do what they are told follow the rules and stay out of the trouble but are below average performance and do not have a strong relationship with their leaders. So, these people do not have an interest in building relationships with their peers or leaders.

They are motivated by the subject matter and challenging work; therefore, they are making this contribution. So, ultimately what is the learning? Learning for you is that I will advise this that identifies where you are whether you are into the politician or in the partner or subordinates or the contributors is there and what you should be.

So, naturally, based on this understanding of the concept, we can say that every follower should be a partner and when he is a partner, he will develop that particular career path also and naturally, that followership will be vital.

**(Refer Slide Time: 24:00)**

## Followers' Responses to Change

Malicious compliance	This occurs when followers either ignore or actively sabotage change requests.
Compliance	This takes place when followers do no more than abide by the policies and procedures surrounding change requests.
Cooperation	Followers willingly engage in those activities needed to make the change request become reality.
Commitment	Followers embrace change requests as their own and often go the extra mile to make sure work gets done. Charismatic and transformational leaders are adept at getting followers committed to their vision of the future.



Source: B. Yager (Boise, ID: The Bryan Yager Group, 2003)



18

Malicious compliance is the follower response to resistance, and this occurs when followers either ignore or actively sabotage change requests. So, therefore many times, the leader wants to make specific changes, and the follower is not ready to make those changes, so malicious compliance will be there. Compliance will be their response to change. This occurs when followers do no more than abide by the policies and procedures surrounding the change request.

Moreover, therefore, this will mean he completely follows those rules and regulations. Cooperation willingly engages in those activities needed to make the change request become a reality, and therefore, it is cooperation. So, whatever the changes the leader wants to bring, and then he is supporting that particular change, the commitment is that followers embrace change requests as their own and often go the extra mile to make sure work gets done.

Moreover, in that case, charismatic and transformational leaders are adopted, getting followers committed to their vision of the future, and that is the commitment is there. So, the leader will be able to get the commitment from the followers whenever he is bringing these particular changes, and followers are making those embracing the changes and adopt those changes as a result of which, the leadership will be the effective and followership will be better.

**(Refer Slide Time: 25:35)**

## What qualities good followers must possess?

The [Ivy Business Journal](#) has attempted to isolate the qualities of a good follower in the business world-

**1. Judgment-** Followers must take direction, but not blindly. Good judgment is required to establish the difference between following good instructions following or contending instructions that are ethically inappropriate or constitute unsportsmanlike behaviors.

**2. Competence-** In order to follow, followers must be competent. They must have the relevant knowledge and skills to play their position, whether they play on offense, defense or special teams.



85

The Ivy business journal, what qualities good followers must possess? So, if we want to be effective and efficient followers and good followers, according to my business journal, it translates the qualities of a good follower in the business world it is given. The judgment followers must take the direction, but not blindly. A sound judgment is required to establish the difference between following good instructions and continuing instructions that are ethically inappropriate or constitute unsportsmanlike behavior.

So therefore, in that case, you have to judge what has been asked you to do, and then it does not mean whatever has been supposing something is unethical; please do not do that. So, being judgmental during this thing is right or wrong is very important. Competence to follow followers must be competent and have the relevant knowledge and skills to play their position, whether they play on offence, defense, or the special teams.

So therefore, in that case, a follower must be a competent person. So, unless and until they have the relevant knowledge and skills, they will not be successful like you see that you are required with a partner then your competency level that you have to increase. Unless and until you do not increase your competency level, you will not be a good follower. So, to be a good follower that cannot be comprised; competency cannot be comprised.

**(Refer Slide Time: 27:06)**

## Cont.

3. **Honesty**- Followers have a responsibility to be honest. Respect and politeness are important and followers also have to be able to offer constructively critical feedback.
4. **Courage**- It takes real courage to confront a leader about concerns with the leader or that leader's agenda.
5. **Discretion**- Followers owe leaders discretion. Talking about the sport, teammates, coaches and other staff inappropriately is at best unhelpful and more likely harmful.
6. **Loyalty**- Loyalty is important and relies on strong allegiance and commitment. A lack of loyalty can cause problems between team members.

<https://blogs.usafootball.com/blog/4697/why-good-followers-are-important-and-8-qualities-good-followers-must-possess>



20

Honesty followers are responsible for being honest, and respect and politeness are essential. So, therefore, in that case, this is very necessary that he brings transparency. Honest means what that is with respect and politeness. He can offer constructively critical feedback. So, it is not a criticism; it is feedback, and therefore, corrective actions are to be taken.

Moreover, he should be more honest in giving that particular feedback. The courage it takes is the real courage to confront a leader about the concern with the leader or that leader's agenda; if you find something is wrong, he should be able to communicate, and discretion followers owe leaders discretion. Talking about the sport, teammates, coaches and other staff inappropriately, he is at best unhelpful and more likely harmful.

So, therefore, in that case, the leader's discretion must be followed, and loyalty is important and relies on solid allegiance and commitment. We always talk about this. Unless and until the loyalty is not there, leadership will be incomplete. To complete the leadership, the follower must have a strong loyalty towards the leader because loyalty is not only a scale, but it is a respect for the leader.

**(Refer Slide Time: 28:40)**

## Cont.

**7. Work ethic-** Good followers are good workers. They are diligent, motivated, committed, pay attention to detail and make the effort.

**8. Ego management-** Good followers have their egos under control. They are team players in the fullest sense of the concept. They have good interpersonal skills. Success for good followers relates to performance and goal achievement, not personal recognition and self-promotion.



21

The work ethic so good followers are good workers. They are diligent, motivated, and committed, and therefore they pay attention to details and make an effort. So, therefore they are hard-working and keep on doing the job so highly diligent and they are doing these jobs, not for any reason, but highly motivated because without self-motivation. We have talked about intrinsic motivation in leadership.

Unless and until there will not be intrinsic motivation, how you can continue the followership. So, therefore that motivation will make you committed to your leader and not only at the surface but at the deep level, and therefore they pay attention to detail and make an effort is there. The exciting point is that ego management is now seen many times because the leader is in the position, and many often

So, good followers have their egos under control. They are team players in the total sense of the concept. So they have good interpersonal skills. The success of good followers always depends upon whether they can manage their egos.

**(Refer Slide Time: 29:58)**

## Case Study: Bob Knowling

Bob Knowling was a former member of the Hewlett-Packard, Shell Exploration, Ariba, Aprimo, Immune Response Corporation, and Simdesk Technologies boards of directors and currently serves on the boards of directors for Heidricks & Struggles, an executive search firm, Roper Industries, and Bartech Group. He is also the former vice president of network operations at Ameritech, the executive vice president of network operations and technology for U.S. West, and the CEO of Covad Communications, the New York City Leadership Academy, and Telwares. From a business perspective, **Knowling** has seen it all, from start-ups to turnarounds, times of rapid growth, major restructurings, mergers and acquisitions, divestitures, working with venture capitalists and private equity firms, launching initial public offerings, and hiring and firing high-visibility CEOs.



Image Source: [https://www.citrix.com/content/dam/citrix61/en\\_us/images/photos/headshots/execs-board/bob-knowling.png](https://www.citrix.com/content/dam/citrix61/en_us/images/photos/headshots/execs-board/bob-knowling.png)

22

As usual, we will have the case studies and research papers and the book recommendations for you. So, this Bob Knowling was a former member of the Hewlett Packard, Shell Exploration. In this case study, that is how he has done his leadership that you will find and in the situation how he has been doing the effective leadership with the changing situation. So, therefore in that case, how the situation has been changed.

(Refer to Slide Time: 30:29)

## Case Study: Bob Knowling

Bob Knowling spent time as CEO of the New York City Leadership Academy teaching administrators, principals, and assistant principals how to lead. He launched Eagles Landing Partners several years ago to help global businesses learn how to lead, build teams, and win.

### Questions:

1. Does Bob Knowling use a rational or emotional approach to drive change?
2. Do you think it is possible to teach leaders how to implement change?



26

So, this will be an assignment for you. Does Bob Knowling use a rational or emotional approach to drive change? So, therefore in that case, what will be creating the impact on the followers. Do you think it is possible to teach leaders how to implement the change? Moreover, if you think that yes, the leaders can be talked about how the changes are managed.

So, change management and leadership is an exciting concept that is. Then yes, if you want to bring effective changes, you can do that particular leadership style.

(Refer to Slide Time: 31:13)

**Research Paper**

 Journal of Global Responsibility  
Vol. 5 No. 2, 2014  
pp. 269-288  
© Emerald Group Publishing Limited  
2041-2568  
DOI 10.1108/JGR-04-2014-0016

**Purpose**  
This study aims to, investigate whether employee characteristics moderate the relationship between perceived leadership styles and employee engagement. Recent research has shown that visionary and organic leadership paradigms positively influence employee engagement, compared with classical and transactional leadership environments (Zhang et al., 2014).

**Do follower characteristics moderate leadership and employee engagement?**

Tanyu Zhang and Gayle C. Avery  
*Institute for Sustainable Leadership & Macquarie Graduate School of Management, Macquarie University, Sydney, Australia, and*  
Harald Bergsteiner and Elizabeth Moore  
*Institute for Sustainable Leadership & Faculty of Law and Business, Australian Catholic University, North Sydney, Australia*



27

This research paper does follower characteristics, moderate leadership and employee engagement, and we have talked about the employee engagement in leadership in that session and, therefore, to create that employee leadership into the followers. So, create that bigger (( )) (31:30) and dedication. So, this moderate leadership is significant. This paper will give you an idea of how we can increase employee engagement.

(Refer to Slide Time: 31:46)

**BOOK RECOMMENDATION**

[Leadership for Follower Commitment](#)

**Authors:** [David Cooper](#)  
**Publisher:** Routledge; 1st edition  
(16 May 2012)  
**Language:** English  
**Paperback:** 215 Pages  
**ASIN :** B0084BPTLC



30

Moreover, this is the book leadership for the follower commitment is there, and whenever we are talking about the increasing or gaining the commitment of the followers and making them

be the partner in our leadership the process, then this book will help you to the extent that is you will be able to create more follower commitment.

(Refer to Slide Time: 32:16)

### Book Recommendation

Leadership for Follower Commitment provides:

- Research based case studies
- A linking of theory, research, and practical managerial experience
- An emphasis on psychological forces, employee motivation and perceptions of management action.

This text is invaluable to students studying Organizational Behavior, Business (Occupational) Psychology, Human Resource Management, and Human Resource Development at both undergraduate and MSc/MBA level. It is central to Professional / executive development courses.



LEADERSHIP  
FOR FOLLOWER  
COMMITMENT

David J. Cooper



31

Furthermore, these research-based case studies are the same practical managerial experiences.

(Refer Slide Time: 32:20)

### References:

- Hughes, R. L., Ginnette, R. C., & Curphy, G. J. (2012). LEADERSHIP: enhancing the lessons of experience. In *LEADERSHIP: enhancing the lessons of experience*.
- Robbins, S. P., & Judge, T. (2007). *Organizational behavior*. Upper Saddle River, N.J.: Pearson/Prentice Hall.
- Zhang, T., Avery, G., Bergsteiner, H., and More, E. (2014), "Do follower characteristics moderate leadership and employee engagement?", *Journal of Global Responsibility*, Vol. 5 No. 2, pp. 269-288. <https://doi.org/10.1108/JGR-04-2014-0016>
- <http://www.leadershipexcellencenow.com/blog/what-is-personal-leadership-and-why-does-it-matter>
- <https://blogs.usafootball.com/blog/4697/why-good-followers-are-important-and-8-qualities-good-followers-must-possess>
- <https://www.eaglesflight.com/blog/the-critical-role-of-followership-in-leadership>
- <https://www.predictiveindex.com/blog/how-great-leaders-inspire-followership/>
- <https://fisher.osu.edu/blogs/leadreadtoday/blog/becoming-a-wise-leader-cultivating-your-situation-awareness>



32

These are the references from where this material has been taken, and for your further studies in detail, you can use these references. This is all about leadership and followership. That is how you can create a series of followers. Thank you.

**Leadership and Team Effectiveness**  
**Prof. Santosh Rangnekar**  
**Department of Management Studies,**  
**Indian Institute of Technology, Roorkee**

**Module No # 09**  
**Lecture No # 36**  
**Group Dynamics**

In this section, we will talk about the group dynamics as we discuss the effectiveness and the team effectiveness. In this group dynamics, we will talk about the detailed understanding and the group dynamics. Before this session, we talk about the difference between the group and team, what the group is, and how we can convert into a team.

**(Refer Slide Time: 00:48)**

## **Contents**

- Group Dynamics
- Group Dynamics – 8 Main Principles
- Stages of Groups Development
- Why Do People Form Groups?
- Group Dynamics Theories
- Group Properties
- 7 Strategies for Better Group Decision-Making
- Case Study
- Research Paper
- Book Recommendation
- References

In earlier sessions, we have discussed that, and now, with those working together in that particular group and what type of dynamics is there, we will be talking about this group dynamics. Furthermore, there are the eight main principles we will be discussing and these stages of the group development, why do people form groups? Group dynamic theories group properties and seven strategies for better group decision making. Then the case study research paper, book recommendation and references.

**(Refer Slide Time: 01:17)**

## Group Dynamics

- Group dynamics refers to the attitudinal and behavioral characteristics of a group.
- Group dynamics concern how groups are formed, what is their structure and which processes are followed in their functioning.
- Thus, it is concerned with the interactions and forces operating between groups.



So in the case of the group dynamics, is there precisely it is the, what we understand by the group dynamic? It refers to the attitudinal and behavioural characteristics of a group. Moreover, the group dynamics concern how groups are formed, their structure and which processes are followed in their functioning. So this is like we give these the assignments and group activities and when we give the group activities.

Then I leave to the class that they can form their group just the number is fixed like the four members will be there or the five members will be there. So that will be about that particular group, and they decide about themselves that is how the group will be formed. Thus, therefore, here, it is the voluntary formation of a group. That is becoming the strength it is concerned with the interactions and forces operating between the groups is there right.

So naturally, whenever you create and give that willingness to create, select their team members or group members. So it is all the both of whether the formal or informal is there. Typically, we see that in informal groups, these practices are followed. Furthermore, therefore you select the one coordinator volunteer, and then he creates his informal group and works on that.

**(Refer Slide Time: 02:46)**

## Group Dynamics – 8 Main Principles

- In order to achieve the best use of Group Dynamics the following principles of group dynamics have been discussed by **Dorwin Carl Wright** and they are as follows:
  - (1) "If the group is to be used effectively as a medium of change, those people who are to be changed and those who are to exert influence of change must have a strong sense of belongingness to the same group".
  - (2) The more attractive the group is to its members the greater is the influence that the group can exert on its members.
  - (3) In an attempt to change attitudes, values or behavior, the more relevant they are to the basis of attraction on the groups, the greater will be the influence that the group can exert upon the members.



Nevertheless, it has to be based on certain rationality whenever a formal group is concerned. In order to achieve the best use of the group dynamics, the following principles of the group dynamics have been discussed with Dorwin Carl Wright, and they are as follows. If the group is to be used effectively as a minimum of change, those people who are to be changed? Moreover, those who are to exert influence on change must have a strong sense of belonging to the same group.

So here they are talking about the function of coordination of the manager. So therefore, in that case, those who are to be changed are right. For example, you have introduced a particular technology so those who are to be changed, those who are using the technology, and those who are bringing the change. Those technical companies' executives are bringing the change, so there should be solid belongingness to the same group.

The more attractive the group is to its members, the greater the influence that the group can exert on its members. Furthermore, the voluntary people say yes, I want to be a member of this group then only it is functional. If the person does not want to be a member of that group but because of the position because of the logic, he has been placed there. Because of his experience but he does not like that group members right.

**(Refer Slide Time: 04:17)**

## Group Dynamics – 8 Main Principles

- (4) The greater the prestige of a group member in the eyes of the other members, the greater the influence he can exert.
- (5) Efforts to change individuals or sub-parts of a group, which, if successful, would have the effect of making them deviate from the norms of the group, will encounter strong resistance.
- (6) Information relating to the need for change, plans for change and consequences of change must be shared by all relevant people in the group.
- (7) Strong pressure for change in the group can be established by creating a shared perception by the members of the need for change, thus making the source of pressure for change lie within the group.
- (8) Change in one part of a group produce strain in other related parts which can be reduced only by eliminating the change or by bringing about re-adjustment in related parts."



However, because he is the senior person and therefore is to be there, that will be an issue with the group dynamics. So the group will not perform in that case right so. Therefore, the willingness of that particular person or employee to become a group member is very much required. The greater the prestige of the group member in the eyes of the other members, the more significant the influence he can exert.

Moreover, when this is a task force member, the advisory council's member; he is a board member. So, therefore, in that case, how people will see people will say he is supposed to be the expert on his subject, right. Furthermore, therefore, in that case, yes, we can also learn from him. Moreover, in the, they will like to be the member. Efforts to change individual or sub-parts of a group which, if successful, would have the effect of making them deviate from the norms of the group will encounter strong resistance is there.

So it will always be crucial that whenever we are making these individuals a part of a group, or the efforts are made, that will be having the strong resistance will be there. Information relating to the need for changing plans for changing, and all relevant people must share the consequences of change in the group. So, therefore, they are required to make the changes are to be made.

Whenever; we are talking about this type of this group formation. So and we are following this particular group, so ultimately, what we are talking about, we are saying. There will be the requirement of the willingness, commitment, expertise, and amongst all the people who are

working there together. If they are having that working togetherness, then definitely, in that case, they will be able to perform.

(Refer Slide Time: 06:18)

## Stages of Groups Development

There is a process of five stages through which groups pass through.

**1. Forming**-The first stage is characterized by a great deal of uncertainty about the group's purpose, structure, and leadership. Members "test the waters" to determine what types of behaviors are acceptable. This stage is complete when members have begun to think of themselves as part of a group.



So there is a process of five stages through which the forming, storming, norming, performing and adjourning are there. So the first stage is characterized by a great deal of uncertainty about the group's purpose, structure, and leadership. So just it is the member tests the waters to determine what type of behaviours are acceptable. Furthermore, this stage is complete when members have begun to think of themselves as a part of a group.

Moreover, therefore, it becomes an essential step because this is a stage where the members have begun to think right. As a part of the group and therefore they are coming together, they are joining together, and as soon as they are joining together, that is making them start the work which is there.

(Refer Slide Time: 07:09)

## Stages of Groups Development(Cont.)

**2. Storming** -The stage is one of intragroup conflict. Members accept the existence of the group but resist the constraints it imposes on individuality. There is conflict over who will control the group. When this stage is complete, there will be a relatively clear hierarchy of leadership within the group.

**3. Norming-** In the third stage, close relationships develop and the group demonstrates cohesiveness. There is now a strong sense of group identity and camaraderie. This norming stage is complete when the group structure solidifies and the group has assimilated a common set of expectations of what defines correct member behavior.



However, every personing with another person and forming in the group will depend on what type of value systems they are creating? Whether the members accept the group's existence but resist constraints right. So therefore, intra, group conflict starts the conflict between the group starts. When this stage is complete, so on individuality because there will be the, everybody is coming for as an individual.

So, every individual who will control the group when this stage is complete will have a relatively clear hierarchy of leadership within the group. Moreover, when the storming stage is done, so with this storming stage. That is, somebody will come out as a leader is there because, in the storms, there will be the discussion, there will be the conflicts, there will be the convincing right and therefore, in that case, which is the ability to overcome that? He will be the leader.

So the leader does, close relationships develop in the third stage, and the group demonstrates cohesiveness. So what was the storming phase was there because there were different personalities? Now the norm starts because they have to work together, right. It is just like a marriage. So the before marriage that is the forming is there, but in the storming, there will be after marriage the storming starts right.

However, they understand we have to live with each other, and then the norms will be derived, and the members of that group know. Yes, we have to work together, and we have to achieve the

goal. Moreover, those norms are developed, and they start working on that, so that is the performing.

**(Refer Slide Time: 09:03)**

point is fully functional and accepted. Group energy has moved from getting to know and understand each other to performing the task at hand.

**5. Adjourning-** The final stage in group development for temporary groups, characterized by concern with wrapping up activities rather than task performance. Some group members are upbeat, basking in the group's accomplishments. Others may be depressed over the loss of camaraderie and friendships gained during the work group's life.



So it is the fourth stage of the group development that the structure at this point is fully functional and accepted. Group energy has moved from getting to know and understand each other to perform the task. So, in that case, the understanding between the group members as we talked about the norming phases was there. So understanding becomes better, and they start performing.

They were adjoining the final stage in group development for temporary groups concerned with wrapping activities rather than task performance. Some group members are upbeat, basking in the group's accomplishments. Others may be depressed over the loss of the camaraderie and the friendship gained during the work group's life, so, ultimately, when the performance is done right.

The group was performing for a common goal and objectives, and once this common goal and objectives had been completed. Moreover, now it will be the time to finish and go away, so the adjoining stage is there.

**(Refer to Slide Time: 10:10)**

## Why Do People Form Groups?

- Perspective that considers when and why individuals consider themselves members of groups.
- **Social identity theory** proposes that people have emotional reactions to the failure or success of their group because their self-esteem gets tied into the group's performance.
- *Several characteristics make a social identity important to a person:*
- **Similarity-** Demographic similarity can also lead to stronger identification for new hires, while those who are demographically different may have a hard time identifying with the group as a whole.



So that was the forming, storming, norming, performing and adjourning. So, perspectives that consider when and why individuals consider themselves the members of the group right so social Identity theory works here right it is a set. Moreover, they propose that the people have emotional reactions to the failure or success of their group because their self-esteem gets tied to the group's performance.

So as I mentioned it is, you are a member of the board. Are you a member of that task force? Are you a member of the quality circle? So this gives the social identity because the, who can become the member who has the subject knowledge that can only. So, therefore, that is giving social identities. Several characteristics make a social identity important to a person. Like this similarity, demographic similarity can also lead to the more vital identification of new hires.

While those demographically different may have a hard time identifying with the group as a whole is there. So naturally, in that case, whenever there is a demographic similarity is there, especially the age right. So then, in that case, there will be the same age group members will be there. So they will like to work with each other, and they will be there; they can be demographically different and may have a hard time.

So those who have the same demographic variables will have a good time. However, if the demographic variable is not the same, it will require time to understand.

**(Refer to Slide Time: 11:52)**

## Why Do People Form Groups?(Cont.)

- **Distinctiveness-** People are more likely to notice identities that show how they are different from other groups.
- **Status-** Because people use identities to define themselves and increase self-esteem, it makes sense that they are most interested in linking themselves to high-status groups.
- **Uncertainty reduction-** Membership in a group also helps some people understand who they are and how they fit into the world.



Distinctiveness, people are more likely to notice identities that show how they are different from the other groups. So here, it is becoming imperative that this one member is different from the other member, right. So because by the performance they perform and when they perform, it has been observed it is the level of a difference in their performance. Moreover, there will be distinctiveness whenever there is a difference in performance.

So status because people use identities to define themselves and increase self-esteem, it makes sense that they are most interested in linking themselves to the high-status group is there. So, therefore, it should be the similarity, and simultaneously, they require that part of that special status is there. So uncertainty reduction membership in a group also helps some people understand who they are and how they fit into the world.

So therefore, uncertainty reduction will be there so because what happens is you get the guidance, you get the support. So, your results are predictable, so there will be minimum uncertainty.

(Refer to Slide Time: 13:14)

## Group Dynamics Theories

### 1. Propinquity Theory:

- The most basic theory explaining affiliation is propinquity. Individuals affiliate with one another because of spatial or geographical proximity. In an organization employees who work in the same area of the plant or office or managers with offices close to one another would more probably form into groups than would those who are not physically located together.

### 2. Exchange Theory:

- This theory is based on reward-cost outcomes of interactions. To be attracted towards a group, a person thinks in terms of what he will get in exchange of interaction with group members. A minimum positive level (rewards greater than costs) of an outcome must exist in order for attraction or affiliation to take place.



We will discuss the group dynamics theories and the propinquity theory; the most fundamental theory explaining affiliation is propinquity. Individuals are affiliated with one another because of spatial or geographical proximity. In the organization, employees working in the same area of the plant or officers or managers with offices close to one another would more likely form into groups than those not physically located together?

So this is a very natural parameter, so those living or working together will have more proximity to each other because of that geographical location. The exchange theory, this theory is based on the reward cost outcomes of interactions. To be attracted to a group, a person thinks about what he will get in exchange for interaction with group members.

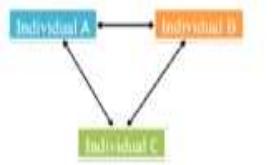
A minimum positive level towards rewards more fantastic than the cost of an outcome must exist for attraction or affiliation to occur. So, therefore, in that case, the group dynamics depend upon what I give and what I do again? Furthermore, therefore if the gain may be monetary may be a non-monetary right. Nevertheless, if there is an attractive gains there, they will like to connect with their particular group because that exchange motivates them.

**(Refer Slide Time: 14:41)**

## Group Dynamics Theories(Cont.)

### 3. Balance Theory

- This theory as proposed by **Theodore Newcomb** states that "Persons are attracted to one another on the basis of similar attitudes towards commonly relevant objects and goals. Once a relationship is formed, it strives to maintain a symmetrical balance between the attraction and the common attitudes. If an imbalance occurs, attempts are made to restore the balance. If the balance cannot be restored, the relationship dissolves."



Similar attitudes (towards authority, work, life styles, politics, religions etc.)



The third is the balance theory; this theory was proposed by Theodore Newcomb and stated that persons are attracted to one another based on similar attitudes toward the commonly relevant objects, and goals are there. So this is also the exciting part that is they are having that is the similar attitudes are there towards each other, so the feathers of the same bird flock together.

So once a relationship is formed, it strives to maintain a symmetrical balance between the attraction and the typical attitudes. So, therefore, in that case, like here, it is shown individual C's attitude towards the authority work lifestyle, politics, and religious rights. So, therefore, in that case, this A B C right they have that symmetrical balance for the attraction and the typical attitudes are there.

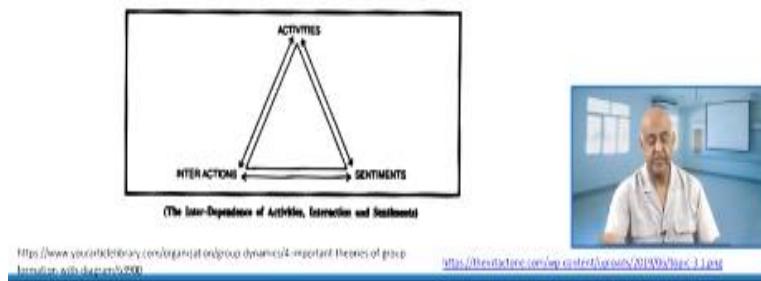
If an imbalance occurs, attempts are made to restore the balance; the relationship dissolves if the balance cannot be restored. Furthermore, therefore, in that case, many groups are getting the adjournment because they are not able to continue and not able to perform. So after the performance, definitely there is a natural adjourning is there, but whenever we are talking about that adjoining in between, that is causing the loss to the organization.

Furthermore, in that case, this balance must be created; however, the similarity will be there among that particular group members, and it will be better.

**(Refer Slide Time: 16:12)**

#### 4. Homan's Theory:

- According to George C. Homans, "The more activities persons share, the more numerous will be their interactions and the stronger will be their shared activities and sentiments, and the more sentiments people have for one another, the more will be their shared activities and interactions."



The Homan's theory according to the George C Homan's, the more activities persons share, the more numerous will be there in interactions are there correct. Moreover, therefore, in that case, activities, interactions and sentiments are there. Then the stronger will be their shared activities and sentiments, and the more sentiments people have for one another, the more their shared activities and the interactions are there.

So, therefore, in that case, it will always be between the group members. Whatever the activities are there, the interactions will be shared right. Moreover, the more and it is not only that is the formal activities are shared. So whenever you talk about the group dynamics, the sentiments are along with that person or the group members. So it is the activities, interactions and sentiments three are essential for the practical group dynamics.

So if you have the consideration for the sentiments, then definitely they will have the more interactions, and the activities are there. So if better activities and interaction are there, that will make them more strong bindings of the sentiments. Now here, we have also to understand that is the interactions right and the activities suitable. And then that has to be performed by the group members and whenever they are performing this type of activity, and the directions are there, and that has to be a supplement to each other.

**(Refer Slide Time: 17:46)**

## Group Property

### Group Property 1: Roles

- A set of expected behavior patterns attributed to someone occupying a given position in a social unit. It comprises of the following:
  - **Role perception** An individual's view of how he or she is supposed to act in a given situation.
  - **Role expectations** How others believe a person should act in a given situation.
  - **Role conflict** A situation in which an individual is confronted by divergent role expectations.



The group of property the roles then a set of expected behaviour patterns attributed to someone occupying a given position in a social unit. Moreover, therefore, it becomes essential that is what is expected. So first is the role perception, an individual's view of how he or she is supposed to act in a given situation so that the role perception will be there. So here that whatever this perceptions of in a given situation and then definitely that will be creating and that how he she is supposed to act in a given situation.

So role expectations are there how others believe a person should act in a given situation. So role perception is the individual's perception, but these are the expectations when we talk about the role expectations. Moreover, role conflict is when divergent role expectations confront an individual.

So, therefore, in that case, it becomes essential that whatever the role conflict is there. So then, any confrontation is there, and those role conflicts must be resolved.

**(Refer Slide Time: 19:08)**

## Group Property 2: Norms

- Norms are acceptable standards of behavior within a group that are shared by the group's members.
- Given below is the different classes of group norms set in an organization:
- **Performance norms:** the group will determine what is an acceptable level of effort, product and outcome should exist in the workplace.
- **Appearance norms:** the group will determine how members should dress, when they should be busily working and when they can take a break, and what kind of loyalty is shown to the leader and company.



So in the case of the role perception and the role expectations, both are required to match, and the role expectancy will be high. Norms are acceptable standards of behaviour now. The second is norms, so we will discuss the norms after discussing the roles. So norms are acceptable standards of behaviour within a group that the group's members share, so that is expected so many times the group members talk like that.

This is the minimum expected from you that you will do like this. So given below are the different classes of group norms, the performance norms. The group will determine what the acceptable level of effort product and outcome should exist in the workplace is there, and therefore, those performance norms are to be followed. Moreover, the group will decide this per performance norms in this case.

Appearance norms the group will determine how members should dress when they should be busily working, when they can take a break and what kind of loyalty is shown to the leader and company. So therefore, here that is how they should dress; even so, they should be, has been reflected under the norms. Social arrangement norms are there the group regulates the interaction between its members.

So, therefore, the performance norms what is the group determines as acceptable, what is the appearance norms are there that is, what should be the dress, and what business working hours right. Moreover, the social arrangement norms are there, and therefore, that is how they interact with each other.

(Refer Slide Time: 20:41)

## Group Property 2: Norms

- **Allocation of resources norms:** the group or the organization originates the standards by which pay, new equipment, and even difficult tasks are assigned.
- **Conformity** is the adjustment of one's behavior to align with the norms of the group.
- **Deviant Workplace Behaviour** is a voluntary behaviour that violates significant organizational norms and, in so doing, threatens the well-being of the organization or its members. Also called antisocial behavior or workplace incivility.

<http://theoverstock.com/group-dynamics.html>



And then, the norms for the allocation of resources are the group or the organization that originates the standards by which pay for new equipment. Moreover, even on complex tasks are assigned and that is the allocation of resource norms will be there the conformity is the adjustment of one's behaviour or the alignment with the norms of the group is there so. So because that group is known for particular norms, there is a requirement for conformity.

Moreover, when there is conformity, it means that all group members or the behaviour of that group member are aligned with the group's norms. Moreover, when as soon as these norms are followed, the chances of deviant behaviour at the workplace are less. What is deviant behaviour workplace behaviour? It is a voluntary behaviour that violates significant organizational norms.

So if you are following those particular norms, then there will be no question of the deviant behaviour, but here, it is voluntarily deviant behaviour. So why it does so threatens the well-being of the organization or its members, also called anti-social behaviour. So, in this case, it is the many times it has been seen that there is deviant workplace behaviour.

(Refer Slide Time: 22:08)

### **Group Property 3: Status**

- Status is a socially defined position or rank given to groups or group members by others. It position or reputation of a group within the organization.
- **Status characteristics theory** states that differences in status characteristics create status hierarchies within groups.

### **• Group Property 4: Size**

- The size of the group is an essential component while understanding group dynamics. Individuals perform better in smaller groups.
- **Social loafing** is tendency of individuals to expend less effort when working collectively than when working individually.



After the roles and norms, we will talk about this status, so status is a socially defined position or rank given to the group members. As I mentioned, whenever the people for an elementary example is of the club, if you become a member of any particular club, then the status of that person in society goes high. So there is a Status characteristic theory that states that differences in status characteristics create status hierarchies within the groups.

So if somebody says I am a member of the 5-star clubs, I am a member of the 2-star clubs, right. So definitely in the group itself, those who are the members of the 5-star clubs and those who are the members of the 2-star clubs will be the difference. Furthermore, the 2-star club members will treat the 5-star club member differently. So group property next is the size of the group is an essential component while understanding group dynamics right.

So, individuals perform better in smaller groups. If you remember correctly, I have mentioned that in the earlier session, that should be the size of the group and the size of the groups 15 to 20 members suggested. Moreover, as I mentioned, if we talk about management, effective management is there, so that is the 4-5, 5 to 7 then that should be the size of the group is there, but again it will depend upon the task also.

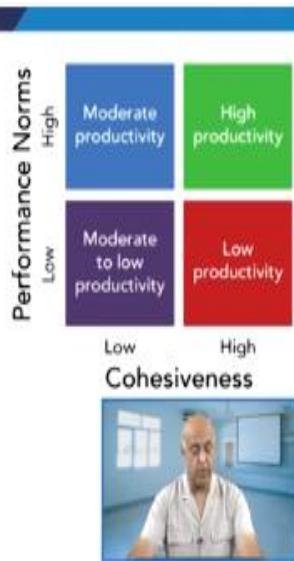
**(Refer Slide Time: 23:36)**

## Group Property 5: Cohesiveness

The cohesion or intactness of the group members shows the level of bonding they share. Here is some of the elements of group cohesiveness:

- **Task relations** refer to the interaction of individuals in a group for the accomplishment of the assigned work;
- **Social relations**, i.e., the interaction of the group members on a personal level;
- **Emotions** can be seen as the feelings shared by the group members.

[https://courses.lumenlearning.com/wm\\_organizationalbehavior/chapter/group-structure/](https://courses.lumenlearning.com/wm_organizationalbehavior/chapter/group-structure/)



And then the cohesiveness is there the cohesion or intactness of the group members shows the level of bonding they share. Here are some of the elements of the group cohesiveness so that a task relation is there. So in the case refers to the interaction of the individual in a group to accomplish the assigned work right whether he can complete the work.

Moreover, social relations are there that is the interaction of the group members on a personal level. In social interactions, emotions can be seen as the feeling shared by the group members are there. So these are the elements of the group cohesiveness there, so that is what is the task relation, social relations, and the emotions are there. So whenever we are having this, cohesiveness is low, and performance norms are also low.

So moderate to low productivity will be seen right, but when cohesiveness is high and performance norms are low. Then there will be low productivity, and whenever the cohesiveness is high and the performance norms are also high, then there will be high productivity. And then whenever there is the low cohesiveness and the high-performance norms, the average productivity will be there.

So ultimately, what is essential? So that important is that we are looking for the high productivity any group right. Moreover, high productivity in that cohesiveness plays a crucial role and if there is a higher cohesive cohesiveness. Furthermore, higher productivity will be there if the high-performance norms are there.

**(Refer Slide Time: 25:21)**

## 7 Strategies for Better Group Decision-Making

- Because of an over-reliance on hierarchy, an instinct to prevent dissent, and a desire to preserve harmony, many groups fall into Groupthink and Group shift.
- **Groupthink** is a phenomenon in which the norm for consensus overrides the realistic appraisal of alternative courses of action.
- **Group-shift** is the change between a group's decision and an individual decision that a member within the group would make; the shift can be toward either conservatism or greater risk but it generally is toward a more extreme version of the group's original position.



The seven strategies for better group decision-making are hierarchy and instinct to prevent dissent. Moreover, due to a desire to preserve harmony, many groups fall into groupthink, and the group shift is there. So groupthink is a phenomenon in which the norms for the consensus override the realistic appraisal of alternative courses of action. So here it is always how the group is thinking and there.

Moreover, based on those norms and if the group thinking is always there. That is how members have communicated, and then definitely, that will be a high level of thinking. Group shift is the change between the group's decision and an individual decision that a group member would make. The shift can be towards either conservatism or more significant risk. However, it generally is a more extreme version of the group's original position is there.

Moreover, therefore, in that case, it is the group shift that may also be possible right. So a group's decision and an individual's decision are correct if there is a change. So, either that more significant risk is there to act on these particular norms or towards a more extreme version of the group's original position because there is a difference.

**(Refer Slide Time: 26:36)**

## 7 Strategies for Better Group Decision-Making

Here are seven simple strategies for more effective group decision making:

1. Keep the group small when you need to make an important decision.
2. Choose a heterogeneous group over a homogenous one (most of the time)
3. Appoint a strategic dissenter (or even two).
4. Collect opinions independently.
5. Provide a safe space to speak up.
6. Don't over-rely on experts.
7. Share collective responsibility.



Here are seven simple strategies for more effective group decision making. There keep the group small when you need to make an important decision. Choose a heterogeneous group over a homogeneous one appointed strategic dissenter or even two. Collecting opinions independently provides a safe space to speak up, not over-rely on experts, and share collective responsibility. Moreover, we see that it is based on this that even we are combining we here about the competency with the convenience.

Whatever the competency is, the group members' right that has been aligned with the group members' emotions is there. So therefore, in that case, that is becoming the collective responsibility, and if there is a collective responsibility, is there. Then definitely, in that case, you will find that it is becoming the more useful for the group's performance. Furthermore, the group has become more effective is there.

So but for this purpose, a fascinating point has been mentioned: they do not over-rely on the experts. Now you see every group has to decide according to its situation that in the under what situation that group has been formed and under what situation the group is working. So often, the experts give their opinion, which may not have the debt relevancy with that particular situation and then there is that internal group leader that has to decide.

**(Refer Slide Time: 28:06)**

### **Case Study: Herd Behavior and the Housing Bubble (and Collapse)**

It is sometimes easy to forget that humans are not unlike other animals. Economist John Maynard Keynes recognized this when he commented, "Most, probably, of our decisions to do something positive, the full consequences of which will be drawn out over many days to come, can only be taken as the result of animal spirits—a spontaneous urge to action rather than inaction, and not as the outcome of a weighted average of quantitative benefits multiplied by quantitative probabilities."

Such "animal spirits" are particularly dangerous at the collective level. One animal's decision to charge over a cliff is a tragedy for the animal, but it may also lead the entire herd over the cliff.

You may be wondering how this is applicable to organizational behavior. Consider the recent housing bubble and its subsequent and enduring collapse, or the dot-com implosion of the turn of the century.



Now in these particular group formations and group strategies, we understand that what is required is that the norms are required. Performance norms have to be there right, and cohesiveness must be there. The groups will have high performance or productivity whenever these norms and cohesiveness match. This case study discusses the problematic behaviour in the housing bubbles right.

**(Refer Slide Time: 28:43)**

### **Case Study: Herd Behavior and the Housing Bubble (and Collapse)**

A recent study in behavioral finance confirmed herd behavior in investment decisions and showed that analysts were especially likely to follow other analysts' behavior when they had private information that was less accurate or reliable.

#### **Questions**

1. Some research suggests herd behavior increases as the size of the group increases. Why do you think this might be the case?
2. How might organizations combat the problems resulting from herd behavior?
3. Shiller argues that herd behavior can go both ways: It explains the housing bubble, but it also explains the bust. As he notes, "Rational individuals become excessively pessimistic as they see others bidding down home prices to abnormally low levels." Do you agree with Shiller?



Moreover, this will suggest the size of the group should be the size of the group as in 7 strategies in the previous slide we have seen the size of the group is to be small how this is compared to problems resulting from the herd behaviour and so this is a case study.

**(Refer Slide Time: 28:57)**

## Research Paper



International Journal of Public  
Leadership  
Vol. 14 No. 2, 2009  
pp. 175-197  
Emerald Publishing Limited  
ISSN 1741-074X  
DOI: 10.1108/IJPL.07.2009.0015

Received 1 July 2009  
Revised 26 November 2009  
20 February 2010  
Accepted 20 February 2010

### Purpose

This study clarifies the factors that foster individual innovative behavior in the public sector by examining the effects and roles of empowering leadership, work group cohesiveness and individual learning orientation. This study also explores the direct effect of empowering leadership on work group cohesiveness and individual learning orientation, the influence of work group cohesiveness on individual learning orientation and the mediating roles of work group cohesiveness and individual learning orientation.

Empowering leadership, work group cohesiveness, individual learning orientation and individual innovative behaviour in the public sector: empirical evidence from Norway

Barbara Rebecca Matonyi, Terje Slætten and Gudbrand Lien  
Inland School of Business and Social Sciences,  
Inland Norway University of Applied Sciences - Lillehammer Campus,  
Lillehammer, Norway



Moreover, this is the research paper empowering leadership work group cohesiveness, individual learning orientation, and innovative behaviour in the public sector that is the empirical evidence from Norway.

(Refer Slide Time: 29:09)

## Research Paper

### Research limitations/implications

The study focuses on three factors that foster individual innovative behavior in a public sector organization.

### Originality/value

This study offers new insights into the factors that foster individual innovative behavior in the public sector. The findings reveal the importance of using a balanced leadership style and encourage learning in the workplace for individual innovativeness by public leaders

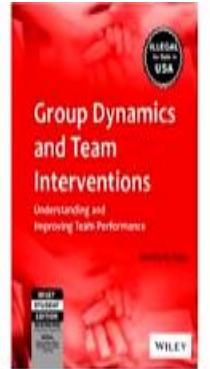


(Refer Slide Time: 29:13)

## BOOK RECOMMENDATION

### Group Dynamics and Team Interventions

Authors: Timothy M. Franz  
Publisher: Wiley  
(1 January 2018)  
Language: English  
Paperback: 376 Pages  
ISBN-13 : 978-8126576494

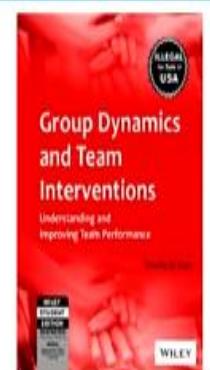


[https://www.amazon.in/Group-Dynamics-Team-Interventions-Understanding/dp/8126576499/ref=pd\\_ipp\\_1?pd\\_nl\\_i=8126576499&psc=1](https://www.amazon.in/Group-Dynamics-Team-Interventions-Understanding/dp/8126576499/ref=pd_ipp_1?pd_nl_i=8126576499&psc=1)

**(Refer Slide Time: 29:17)**

## BOOK RECOMMENDATION

Organizations thrive or struggle as a result of interactions among team members. To optimize the performance of teams, Group Dynamics and Team Interventions bridges the gap between the most up-to-date academic research findings on group behavior and real-life practice. Chapters reveal the theories behind group and team behavior while offering proven application and intervention techniques that can be utilized in workplace settings. Topics addressed include team formation and development; understanding culture and team diversity; improving team cohesion, decision making and problem solving; managing and reducing team conflict; team leadership, power and influence and others.



[https://www.amazon.in/Group-Dynamics-Team-Interventions-Understanding/dp/8126576499/ref=pd\\_ipp\\_1?pd\\_nl\\_i=8126576499&psc=1](https://www.amazon.in/Group-Dynamics-Team-Interventions-Understanding/dp/8126576499/ref=pd_ipp_1?pd_nl_i=8126576499&psc=1)

So this is about the research paper, and this is about the book recommendation, and it is a team interview group dynamics and the team interventions that will work

**(Refer Slide Time: 29:18)**

## References

- <https://www.economicsdiscussion.net/organizations/group-dynamics/32339>
- <https://www.yourarticlerepository.com/organization/group-dynamics/4-important-theories-of-group-formation-with-diagram/63900>
- <https://courses.lumenlearning.com/wm-organizationalbehavior/chapter/group-structure/>
- <https://theinvestorsbook.com/group-dynamics.html>
- <https://courses.lumenlearning.com/wm-organizationalbehavior/chapter/group-structure/>
- <https://hbr.org/2020/09/7-strategies-for-better-group-decision-making>



So, these are the references for the studies and your future understanding in detail, so this is all about developing group dynamics and maximizing the performance of the group productivity. Thank you.

**Leadership and Team Effectiveness**  
**Prof. Santosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology, Roorkee**

**Module No # 07**  
**Lecture No # 37**  
**Team Formation**

Based on that group dynamics, we will talk about team formation, which is how we can form a team? Moreover, the teamwork and importance of teams, creating effective teams, and critical roles of the teams will be effective team characteristics in the team building and team leadership model. Leadership descriptions of the model and as it is, all the case studies, research papers, and the book recommendations will be there. So, what is teamwork?

**(Refer Slide Time: 00:53)**

### Team Work

- The sum of the efforts undertaken by each team member for the achievement of the team's objective is called team work.
- Individual performances do not count in a team and it is the collective performance of the team workers which matters the most.
- Every member in a team has to perform and contribute in his best possible way to achieve a common predefined goal.


<https://ehsdailyadvisor.bfr.com/2012/04/it-takes-teamwork-to-prevent-workplace-accidents/>      Image source: <https://ehsdailyadvisor.bfr.com/app/uploads/sites/2/2012/04/teamwork.jpg>

Some of the efforts undertaken by each team member to achieve the team's objective are called teamwork. Furthermore, individual performances do not count in a team, and it is a collective performance of the team that is there. So, whenever we are talking about teamwork, it is the effort undertaken by each team member collectively.

Of course, we have also to understand it is not based on the one person only because whenever the teamwork is, this cannot be completed unless and until every team member does not work. So therefore, it will not be fair to give these credits to one team member only. Every team member has to perform and contribute in his best possible way to achieve a common predefined goal.

So therefore, in that case, naturally, as we have seen, all group members are team members, and they are working for a common goal. So, the predefined goal is there, and they try to know work. Moreover, this accomplishment of a goal will be possible by forming the individual to contribute towards that particular common goal.

(Refer Slide Time: 02:20)

## Importance of Teams

- Following primary benefits can result from the introduction of work teams:

**1. Improved Employee Motivation:**

- Work teams help in enhancing the employee motivation. teams encourage employee involvement, these make the jobs more interesting and fulfill the social needs of the employees.

**2. Positive Synergy:**

- Teams have the potential to create high levels of productivity due to positive synergy created by them.

**3. Satisfaction of Social Needs:**

- Teams can satisfy this need of the employees by increasing worker interactions and creating a feeling of brotherhood and friendship among team members.



Swayam

68

Now, we will try to understand the importance of teams is there. So, the following primary benefits can result from introducing the work teams that improve employee motivation. In that is worked himself to enhance the employee motivation. The team encourages employee involvement, makes the jobs more interesting, and fulfils the employees' social needs.

So, therefore, it is always the motivation of the employees that are required to be enhanced right that is to be encouraged. So, whenever we have this, employee involvement increases, right. Moreover, therefore, this makes the job naturally get involved more in the job because they are fulfilling the social needs of the employees. There is a positive synergy because we will be possible only when there is a positive synergy in the group into a team. Is there ultimately what it leads?

It leads to the satisfaction of social needs. So, teams can satisfy this need of the employees by increasing worker interactions and creating a feeling of the Brotherhood and friendship among the team members. So, this is creating a social need. So, as we know, when we talk about the motivational level. So, after the physiological and safety needs according to maslow, the social needs are becoming very important and the social needs. So, by working; together, having the association.

**(Refer Slide Time: 03:49)**

**4. Commitment to Team Goals:**

- Teams generally develop a common purpose, commitment to that purpose and agreement upon specific goals.

**5. Improved Organisational Communication**

- As the teams encourage interactions, it will lead to improved communication.

**6. Benefits of Expanded Job Training:**

- The implementation of team work always leads to expanded job training.

**7. Organizational Flexibility:**

- Management has found that teams are more flexible and responsive to changing events than are traditional departments or other forms of permanent groupings.

<https://www.yourarticellibrary.com/organization/team-development/effective-team-meaning-characteristics-and-importance-explained/63930>



69

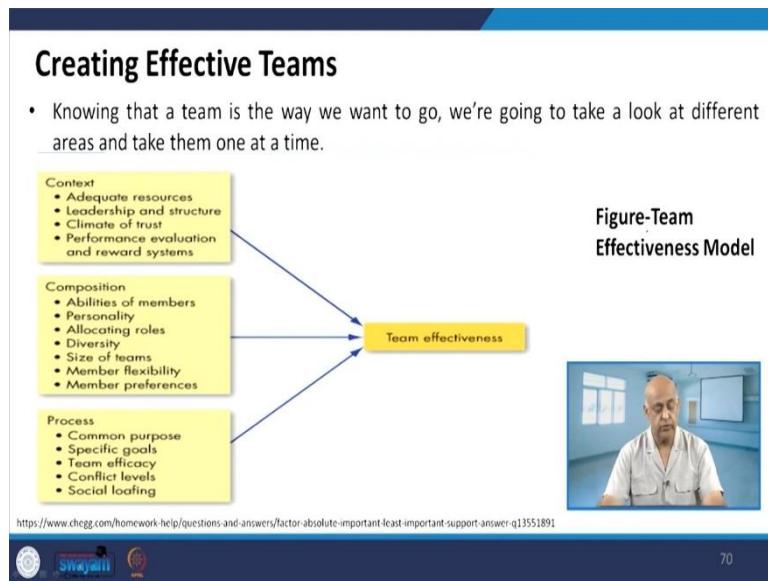
Furthermore, whenever the team members have an association, their social needs are fulfilled in commitment to team goals. So, teams generally develop a common purpose, which we mentioned the goal commitment to the purpose and the agreement upon the specific goals are there. The improved organizational communication is there, and that is that teams encourage interactions, which will lead to improved communication.

So, here it is necessary, that is, whenever we talk about organizational communication, right. So, there has to be a smooth flow of information, and whenever there is teamwork, teamwork creates that smooth flow of information. The benefit of the expanded job training is that the implementation of teamwork always leads to expanded job training right.

So always, this will be having the work experience there and is that which the organizational flexibility develops. Management as founded teams is more flexible and responsive to changing events. Then our traditional departments are the other form of permanent grouping. So, in these types, group members are involved when you have the team members working with the team.

Then definitely, in that case, those were the traditional departments that were permanent grouping. So that has not been the criteria, right; rather than that, there is an enthusiasm.

**(Refer Slide Time: 05:23)**



So, how do you create effective teams, right? So, this is about these context's composition, and the process is essential. So, adequate resources are required, and whenever we in the, therefore, the team effectiveness, your main machine material money method minutes, all 6 M's. When they are adequately available, then definitely, in that case, there will be no conflict among your team members. Leadership in the structure is what type of leadership.

This team is having and what is a structure between the data team leader and team members or there. In the climate of trust, you have the trust amongst yourself, and performance evaluation and the reward system are there, encouraging and motivating. The number of team members is the composition abilities of the members' personalities, roles, diversity, size of the teams, member flexibility, and member preferences.

So, therefore, in that case, what sort of composition will you have and then what sort of this team will be created? The process will be a common purpose, and the specific goals of team efficacy and conflict levels in this social loafing will be there. So, in the case of these particular processes, we will find it easy to determine the common purpose, and if there is a common purpose, it will be successful.

**(Refer Slide Time: 06:47)**

---

## 1. Context

The four contextual factors most significantly related to team performance.

- **Adequate Resources-** Teams are part of a larger organization system; every work team relies on resources outside the group to sustain it.
- **Leadership and Structure-** Teams can't function if they can't agree on who is to do what and ensure all members share the workload.
- **Climate of Trust-** Members of effective teams trust each other. They also exhibit trust in their leaders.



We will discuss these points in length, the four contextual factors most significantly to team performance as the data more extensive organization system. Every work team relies on the resources outside the groups to sustain it right, and this leadership, what type of the team cannot function if they cannot agree on who is to do what ensure all members share the workload is there.

So therefore, in that case, that structure that is a delegation and decentralization, whatever the structure is between the leader and the follower, has to be taken care of. So, here it will be vital if you have the proper structure of the group right. So, this leadership that will be creating and ensuring will be ensuring. So, the leader will ensure that all these aspects are right between all these positions and that has been fulfilled.

So, that share the workload is there and whenever these members and those who are these making the sharing of the workload right, amongst the all these members, organization structure and leadership structure. Then definitely, in that case, that will create more effective leadership is there.

**(Refer Slide Time: 08:26)**

## 1. Context

The four contextual factors most significantly related to team performance.

- **Adequate Resources**- Teams are part of a larger organization system; every work team relies on resources outside the group to sustain it.
- **Leadership and Structure**- Teams can't function if they can't agree on who is to do what and ensure all members share the workload.
- **Climate of Trust**-Members of effective teams trust each other. They also exhibit trust in their leaders.
- **Performance Evaluation and Reward Systems**  
performance evaluations and incentives may interfere with the development of high-performance teams.



The climate of trust is essential; that is, the members of every team must trust each other, and they also exhibit the trust in their leaders are there. Moreover, you will be fine whenever you have trust among your leaders. That is this performance evaluation and reward system, which has been. Because the trust is there, and a climate of trust will create about how these rewards are distributed?

Usually, the rewards will be distributed incentives may interfere with the development of the high-performance teams. Moreover, whenever they are, the high-performance teams will be there, which will decide how the motivation levels of the team members are there?

(Refer Slide Time: 09:09)

## 2. Team Composition

- The team composition category includes variables that relate to how teams should be staffed.
- **Abilities of Members**-Part of a team's performance depends on the knowledge, skills, and abilities of its individual members.
- **Personality of Members**-personality significantly influences individual employee behaviour.
- **Allocation of Roles** Teams have different needs, and members should be selected to ensure all the various roles are filled.
- **Diversity of Members**-team diversity affect team performance.
- **Size of Teams** small teams 5 to 9 members are most effective.



The team composition, so, team composition category includes variables that relate to how teams should be staffed? The members' abilities that are a part of its performance depend on

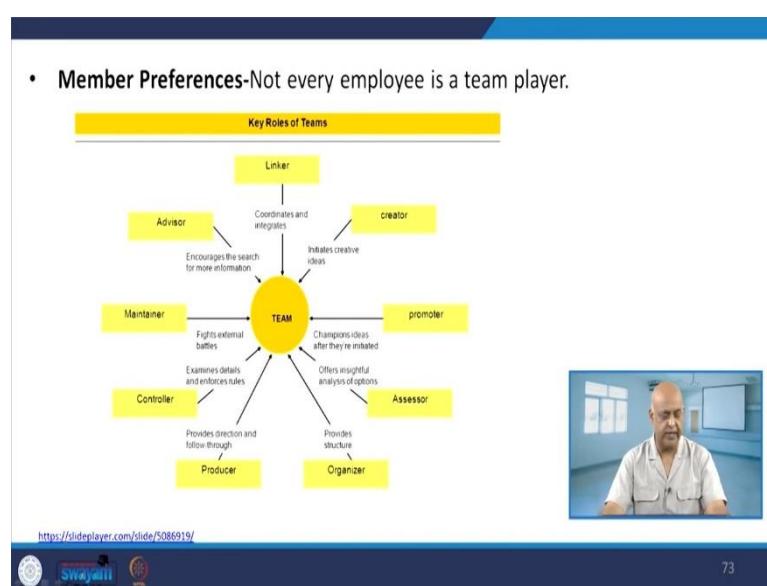
its members' knowledge, skills, and abilities. And therefore, in that case, what level of knowledge? What sort of knowledge is required? Which skills are required, technical skills, human skills, conceptual skills, analytical skills, or designing skills? Which skills are required, and what type of abilities is required?

So therefore, in that case, these abilities of the members will decide the composition and the personality of the members. Personality significantly influences individual employee behaviour. For example, we will talk about some numbers, and they are highly enthusiastic; some members are moderate, right. So therefore, in that case, what type of decisions will the team make?

Hopefully, that will be a moderate to the high allocation of roles are their different needs, and numbers should be selected to ensure all the various roles are filled. So, diversity of members or team diversity affects the team performance, and in that case, the diversity of members depends on what is; the cohesiveness the level is there between the team members? So, if the team diversity is usually has been seen it is a diversified team is there the overall performance will be better.

However, how will the team decide the relationship between the team members only?

**(Refer Slide Time: 10.40)**



Not every employee is a team member now, which is critical. Do you remember we understood the difference between the group and team? So, because of the position, the people are there, but not necessarily having this on the team member's quality or the follower

quality. So, the different roles are linker creator, promoter, assessor, organizer, producer, controller, maintainer, and advisor.

So, whenever we talk about the role of the linker right, the linker is making the coordination and integration among the different activities are there, and therefore, he is a quite a big solid linker right. So, he will be able to coordinate and integrate whatever work has been done. So, the creator will be the Initiate creative ideas will be there, and therefore, the creator will create those ideas. Moreover, the promoter will be changed, and those who are the champions of ideas and if they are initiated.

Similarly, you will find that the assessor is their organizer, their producer is their controller, and their maintainer is their right and advisor, encouraging this search party to gain more information. So, whenever we talk about these, the member preferences may be as per their personality. So, somebody may like to be the linker as a coordinator; somebody may like to be the controller.

**(Refer Slide Time: 12.05)**

### 3. Team Processes

- **Common Plan and Purpose**-Effective teams begin by analyzing the team's mission, developing goals to achieve that mission, and creating strategies for achieving the goals.
- **Specific Goals**-Successful teams translate their common purpose into specific, measurable, and realistic performance goals.
- **Team Efficacy**-Effective teams have confidence in themselves; they believe they can succeed. We call this *team efficacy*.
- **Mental models**-Team members' knowledge and beliefs about how the work gets done by the team.
- **Conflict Levels**-conflict has a complex relationship with team performance.
- **Social Loafing**-Individuals can engage in social loafing and coast on the group's effort.



So therefore, in that case, this will depend upon the personality of the individual's team processes, standard plan, and purpose is there. So, effective teams begin by analyzing the team's mission, developing goals to achieve that mission and creating strategies for achieving these goals. So therefore, in that case, whatever the team analysis, the team's mission is there; everybody is the team's mission and developing goals to achieve that mission is there.

So, for accomplishing the mission, objectives or goals will be designed and creating strategies for achieving the goals is a planning process complete. So, specific goals successful

teams translate their common purpose into specific measurable and realistic performance goals are there, and now, the team efficacy is concerned with the effective team having confidence in themselves.

They believe they can succeed. We call this team efficacy because the mental model's team members knowledge and beliefs about how the work gets done by the team are there. So, whenever these mental models are working. So, there, in that case, the effectiveness of the team performance can be controlled and directed. Conflict levels or conflict is a complex relationship with team performance, and the social loafing is there, which is the cost of the group's effort.

Furthermore, in the case of the team processes, these become very important, that is, the people they like themselves.

**(Refer Slide Time: 13.38)**

### Effective Team Characteristics and Team Building

Teams definitely vary in their effectiveness. If a team is to work effectively, the following four variables need to be in place:

- **Task:** Does the team know what its task is?
- **Boundaries:** Is the collective membership of the team appropriate for the task to be performed?
- **Norms:** Does the team share an appropriate set of norms for working as a team?
- **Authority:** Has the leader established a climate where her authority can be used in a flexible rather than a rigid manner?



Effective team characteristics in team buildings, that is, four variables, are there like the task, so does the team know its task? So that the effectiveness of the team characteristics and team building will be developed once a team knows what the task is and in accomplishing the task accordingly. The boundaries are there; it is a collective membership of the team appropriate for the tasks to be performed.

Furthermore, therefore, in that case, whatever the task is to be performed has to be created by that particular organization and the team only. So that what is allowed and what is not allowed? Does the team share an appropriate set of norms by working as a team? So therefore, we are talking about the norms. So, norms are to be there has to be the authority o f

the leader to establish a climate where her authority can be used as a flexible rather than a rigid manner.

Moreover, in that case, the team should be able to make these on the authority, which can be then whenever the need-based it can be used may not be that regularly. However, the need-based authority can have that particular group and team that can be used and, therefore, use your authority correctly. Now, you will be more successful in accomplishing your goals are concerned.

**(Refer Slide Time: 15.05)**

➤ To help team leaders consider these various levels, Hackman and Ginnett developed the concept of organizational shells. four critical factors for team design (task, boundary, norms, and authority) are necessary for the group to work effectively.

The diagram illustrates the concept of organizational shells. It features four concentric circles. The innermost circle is labeled 'TEAM at work' and shows a small illustration of people working together. Surrounding this are three larger, overlapping circles. The top circle is labeled 'Industry', the middle circle is labeled 'Organization', and the bottom circle is labeled 'Group Formation'. Arrows point from each of these three outer circles towards the central 'TEAM' circle. The arrows are labeled 'TASK' (pointing up), 'NORMS' (pointing right), 'BOUNDARY' (pointing down), and 'AUTHORITY' (pointing left). Below the diagram, the text 'ORGANIZATIONAL SHELLS' is written. At the bottom left, there is a small image of a person's face and the text 'Image Source: <https://slideplayer.com/slide/4907059/>'. At the bottom right, the number '76' is displayed.

So therefore, in that case, to help the team leaders, these; various levels right task boundary norms and authority. So, for example, the junior-level middle-level senior level can develop the concept of organizational skills; your critical factors for team design as boundary norms and authority are necessary for the group to work effectively is there. So, they have in the one circle they have maybe the one applicable other is not on the whole processes, there will be all the 4 task, boundary, norms and alternatives that may be applicable.

So, they have what will be the organizational shells? This is called the organizational shell, and therefore, which shell is applicable and will be decided by the organization or by you only and based on the situation we are having. Moreover, in that case, ultimately, what is essential is all four parameters; they are equally important and supposed to be followed.

Now, here are the critical factors in designing that will be successful in that the terms, and it is the leadership, will be vital to convert this team at work into a more fruitful and more

productive. So therefore, that lead team effectiveness can be possible if the leader is capable enough to approach all these four parameters.

(Refer Slide Time: 16.40)

### Team Leadership Model

At the most basic level, this model resembles a systems theory approach with:

- **Inputs** at the base (individual, team, and organizational factors),
- **processes** in the center (what the team actually does to convert inputs to outputs and what we can tell about the team by actually observing team members at work),
- **outputs** at the top (how well the team did in accomplishing its objectives, ideally a high performance team)



77

So, the team leadership model that approaches this particular shell inputs at the base is what is the input given in the individual team, and organizational factors are there. Furthermore, the process is at the centre of what the team does to convert inputs to outputs and what we can tell about the team by observing team members at work. So, therefore, in that case, there is always a prescribed process is there.

So, which has to be converted the team into the input into output, which can be done by observing the members at work and talking about the team leadership model. So, we have to make the relationship between the input and process as a result of which you will get the output. So, output at the top is how well the team accomplished its objective; ideally, a high-performance team is there.

So, whether you can achieve that output will depend on the organization. So, if it is, they can accomplish the objectives right, and ideally, a high-performance team is there. Then definitely, in that case, the outputs are achieved right and as successful the team performance has been done. So, in the input processing output, our team in organizations must be working together toward a common goal.

(Refer Slide Time: 18.14)

An Iceberg Metaphor for systems Theory applied to teams. In an Iceberg, almost everyone can see the outputs of the team (the portion of the iceberg above the waterline), and some can see the processes, whereas, most of the inputs are in the organizational background (or underwater in the iceberg metaphor). But anyone who has seen an iceberg recognizes that most of its mass is the part that is underwater—and this part supports the part that is visible.

Image Source : <https://slideplayer.com/slide/12715493/>

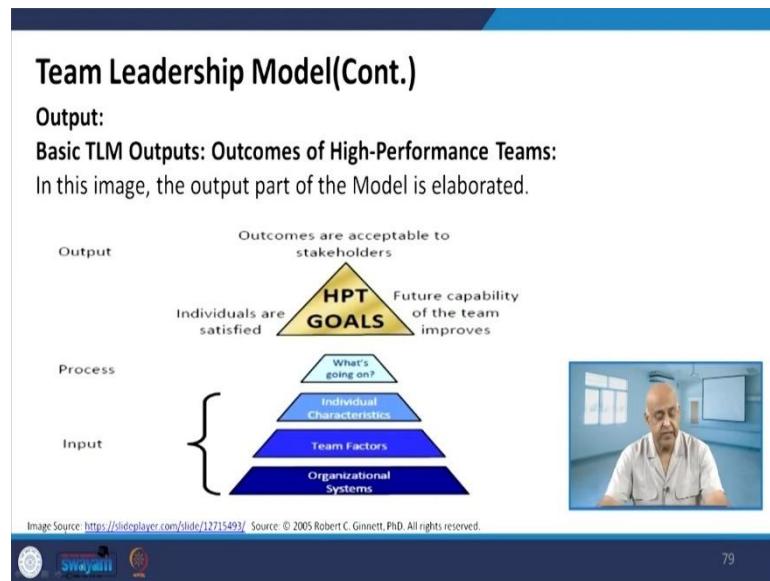
78

In Iceberg Metaphor for the systems to be applied to teams in Iceberg, almost everyone can see the team's outputs. Moreover, the portion of the Iceberg is above the waterline and there are some cases either processes where most of the inputs and organization background or the underwater in the iceberg metaphor is there. So, therefore, in that case, this is the inside of the water, but anyone who has seen an iceberg recognizes that most of its mass is the underwater part, and this part supports the part that is the visible is there.

So, whatever is visible is a small part, but most of the part is the under the water and this small part is based on the last part. So therefore, in that case, it means that you see the team's output whenever you are having this. Nevertheless, you do not know the people behind its output; you may not know how those industrial characteristics team factors in organizational systems, that input that has contributed towards the output is there, and the process and that process is having the leadership activities.

So, that leadership which has been performed then this part is very is about is the contributed by the lower part.

**(Refer to Slide Time: 19:41)**



So, the output part of the model is elaborated by the team leadership model, which is a TLM on outcomes of the high-performance teams in this image. So input is organizational systems, team factors, individual characteristics, what is going on and HBT goals. Conclusion: There are individuals where the satisfactory outcomes are acceptable to the stakeholder's rights, and because of the high-performance teams, the team's future capability improves.

So, in the case of this input processing output, some are the individual's rights, and they are satisfied. Moreover, whenever they are satisfied, we will say the outcomes are acceptable to the stakeholders, but as mentioned earlier, that is the role of the individuals in the organization system. So, these will highly influence the team factors are there.

So, you can set it as the high-performance teams are there, and high-performance teams are creating the highly acceptable output, but what is required is the contribution. Contribution is by understanding the system and what is going on? And then, in that case, if the system is going very positively, there is no problem in coming out with the high-performance team model. So, it will depend on the Individual characteristics also.

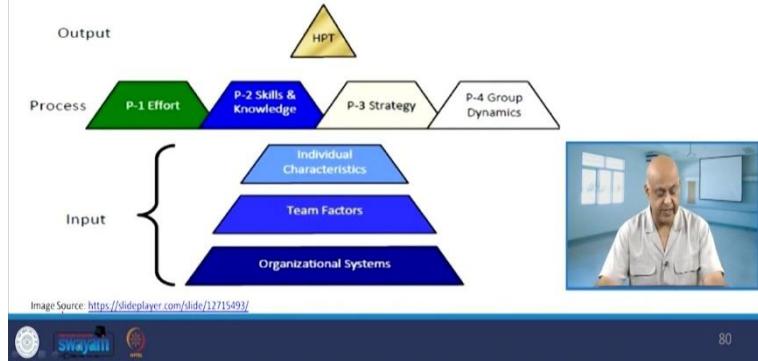
**(Refer Slide Time: 21.10)**

## Team Leadership Model(Cont.)

Process:

TLM Process Variables: Diagnose the Team Using the Process Variables

In this image the process part of the model is elaborated.



Moreover, in these individual characteristics, that process will be affected. So, that is why it is given, and it is effort skills in knowledge strategy in group dynamics are there, so, in the process right, so, diagnose the team using the process variables. So, it will always be the organization systems, team factors and individual characteristics that will be decided and based on this team leadership model that will work.

(Refer Slide Time: 21.47)

## Team Leadership Model(Cont.)

- The figure contains the four process measures of effectiveness.
- These four process measures of effectiveness provide criteria by which we can examine how teams work. If a team is to perform effectively, it must :
  1. work hard enough,
  2. have sufficient knowledge and skills within the team to perform the task,
  3. have an appropriate strategy to accomplish its work (or ways to approach the task at hand), and
  4. have constructive and positive group dynamics among its members.
- Group dynamics refers to interactions among team members, including such aspects as how they communicate with others, express feelings toward each other, and deal with conflict with each other.



81

So, these 4 phases are measures of effectiveness and provide criteria by which we can examine how teams work? If a team is to perform effectively, it must work hard enough; have sufficient knowledge and skills within the team to perform the task. When appropriate strategies to accomplish its work are ways to approach the task at hand and the help constructive and positive group dynamics among its members is there.

The group dynamics refers to the interactions among the team members, including such aspects as to how they communicate with others, express feelings towards each other and deal with the conflict with each other.

**(Refer Slide Time: 22.23)**

### Team Leadership Model(Cont.)

**Input**

- In input stage, the iceberg model shows the three sub stages included in input stage of the TLM model.
- In team situations, inputs are what is available for teams as they go about their work.
- Individual characteristics, Team factors and Organizational Systems are the three factors in input stage.
- Levels of inputs range from the individual level to the environmental level.
- These levels surround and affect the team design level.



82

In the input process, the iceberg model shows three sub stages included in this stage of the team leadership model. In a team situation, inputs are available for teams as they go about their work. Furthermore, the individual characteristics, team factors, and systems are the three factors in the input stages; the most critical point is the interaction. Interaction between the individual levels to the environmental level is there.

So, what type of the individual level to the environmental level is interacting at what level they are interacting? And then there is that intellect interaction at the appropriate stage, and then there will be the high potential team-high Performance team. This level, surrounded by the affected team design level, is there, which is the creation.

**(Refer Slide Time: 23:14)**

## Leadership Prescriptions of the Model

**Creation:**

Ideally a team should be Created/ built, as we build a house or automobile:

- Start with a concept.
- Create a design
- engineer it to do what we want it to do
- then manufacture it to meet those specifications.

The three critical functions for team leadership are:

- dream
- design
- development

Image Source: <https://slideplayer.com/slide/12715493/>

83

Ideally, a team should be created as we build a house or automobile, starting with a concept created design engineer; if it is to do what we want it to do, then manufacture it to meet those specifications. So, therefore, it always starts with the concept that you want to implement, and then you have to create a design. Here we will find that it is ultimately the high potential team.

Furthermore, that will depend on the dream design and development parameters, so these three leadership functions will work.

**(Refer Slide Time: 23:57)**

## Diagnosis and Leverage Points

**Team Leadership Model**

Image Source: <https://www.slideserve.com/derry/groups-teams-and-their-leadership>

84

So, the diagnosis and leverage point team leadership model will be correct. So, therefore, these are the four stages, and in the 4stages, ultimately, we can get that particular, and the

high-performance team is there. Moreover, therefore high-performance teams then this control system now authority dynamics are there.

The interpersonal behaviour and the group dynamics that will lead to high-performance teams are there. Because that is knowledge and skills and abilities team composition and education system is concerned on that will contribute to the formation of this particular model

**(Refer Slide Time: 24:39)**

### Case Study: Why don't teams work like they are supposed to ?

Despite years of promises that teamwork will serve as a cure-all for the problems of business, many managers have found that even teams with highly motivated, skilled, and committed members can fail to achieve the expected results. Professor Richard Hackman from Harvard University has been studying teams for years and believes that more often than not, failing to establish the groundwork for effective team performance leads teams to be less effective than if the leader simply divided up tasks and had each individual work on his or her assigned part. As Hackman notes, "I have no question that a team can generate magic. But don't count on it.

What are the main factors Hackman has identified that lead to effective teams? Teams should be kept small and have consistent membership to minimize the types of coordination tasks that take up valuable time.



85

This is a case study why do not know teamwork like they are supposed to. Moreover, what are the main factors we talk about why we talk so much about team building? This team-building is not that common and proper, and it requires education on how we can form a team?

**(Refer Slide Time: 24:59)**

### Case Study: Why don't teams work like they are supposed to ?

Do these weaknesses mean teams are never the answer to a business problem? Obviously, it is often necessary to bring together and coordinate individuals with a diverse set of skills and abilities to solve a problem. It would be impossible for all the management tasks of a complex organization like Ghana Airways to be done by disconnected individuals. And often there is more work to be done in a compressed time period than any one individual can possibly accomplish. In these cases, it is wise to consider how to best heed the advice provided above and ensure your team isn't less than the sum of its parts.

#### Questions:

1. What do you think of the elements of successful teamwork Hackman has identified? Do you believe these elements are necessary for effective team performance?



87

Moreover, these are what do you think of the elements of successful teamwork Heckman identified? Moreover, do you believe these elements are necessary for effective team performance?

**(Refer Slide Time: 25:10)**

### Case Study: Why don't teams work like they are supposed to ?

#### Questions:

2. Can you think of other conditions necessary for teams to be effective?

3. Imagine you've been asked to assemble and lead a team of high-potential new hires to work on the development of an international marketing campaign. What specific steps might you take early in the team's life to ensure that the new team is able to avoid some of the problems Hackman identified? Is there any way to break down the overall group goal into subtasks so individual accountability can be enhanced?



88

Furthermore, can you think of other conditions for teams to be effective? So, your creative contribution to our practical experience will help. Imagine you have been asked to assemble and lead a team of high potential new hires to work on the development of an international marketing campaign. What specific tips might you take early in the team's life to ensure that the new team can avoid some of the problems Hackman identified.

Is there any way to break down the oral group goal into the sub-tasks so that individual accountability can be enhanced?

**(Refer Slide Time: 25:48)**

**Research Paper**

**Effects of learning culture and teamwork context on team performance mediated by dynamic capability**

**Emerald**

JOURNAL OF KNOWLEDGE MANAGEMENT  
DOI 10.1108/JKM-05-2020-0385

Received 28 May 2020  
Revised 10 September 2020  
4 November 2020  
7 December 2020  
Accepted 7 January 2021

Rodrigo Valio Dominguez Gonzalez

Rodrigo Valio Dominguez Gonzalez  
Gonzalez is based at the  
School of Applied  
Sciences, University of  
Campinas, Limeira, Brazil

**Purpose**

This research aims to study the relationship between dynamic capability and manufacturing team performance, positioning learning culture as an antecedent factor in this relationship. According to the dynamic capability theory and the resource-based view (RBV), firms are repositories of knowledge and expertise, with which they build the essential competences that differentiate them from their competitors



89

So, this is a research paper effect of learning culture and teamwork context on team performance mediate by the dynamic capability. Moreover, here within this research paper, I am sure that you will be able to understand the importance of dynamic capability for improving teams' performance.

**(Refer to Slide Time: 26:10)**

**BOOK RECOMMENDATION**

**Group Processes**

**Authors:** Rupert Brown and Sam Pehrson  
**Publisher:** Wiley-Blackwell; 3rd edition  
(21 November 2019)

**Language:** English  
**Paperback:** 344Pages  
**ISBN-10 :** 1118719298  
**ISBN-13 :** 978-1118719299

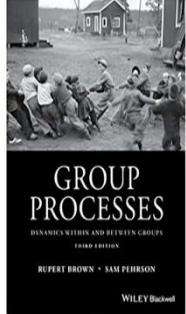




image source: [https://www.amazon.in/Group-Processes-Dynamics-Between/dp/1118719298/ref=pd\\_lpo\\_27pd\\_rd\\_i=1118719298&psc=1](https://www.amazon.in/Group-Processes-Dynamics-Between/dp/1118719298/ref=pd_lpo_27pd_rd_i=1118719298&psc=1)

92

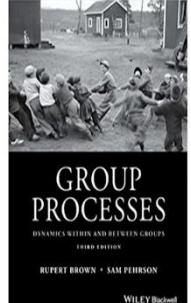
Furthermore, this is the book which has been referred to, and there is a group process; therefore, in that case, how can we live together? So, because the team is the together everyone achieves more.

**(Refer to Slide Time: 26:30)**

## BOOK RECOMMENDATION

This book has been thoroughly revised with a significant amount of new and updated content. New topics include the contribution of groups to health and wellbeing, group-based emotions, hierarchy and oppression, intergroup helping and solidarity, acculturation and reconciliation. Sections on social influence, crowd behavior, leadership, prejudice, collective action and intergroup contact have been comprehensively revised and updated to reflect two decades of development in these fields. Three inter-linked themes—social identity, social context, and social action—illustrate the influence of groups on self and self-worth, the meaning and consequences of membership in groups, and how groups can be vehicles for members to achieve change in their environments.

Image source: [https://www.amazon.in/Group-Proceses-Dynamics-within-Between/dp/1118719298/ref=pd\\_lpo\\_2?pd\\_rd\\_i=1118719298&pis=1](https://www.amazon.in/Group-Proceses-Dynamics-within-Between/dp/1118719298/ref=pd_lpo_2?pd_rd_i=1118719298&pis=1)




Moreover, how we can give this the output that will be, you can learn from this particular book also it is an interesting and especially the social identity and social context that has been taken into consideration. Because as we have seen, that is the individual differences that can impact the high potential team.

(Refer Slide Time: 26:46)

## References

- <https://ehsdailyadvisor.blr.com/2012/04/it-takes-teamwork-to-prevent-workplace-accidents/>
- <https://www.yourarticlery.com/organization/team-development/effective-team-meaning-characteristics-and-importance-explained/63930>
- <https://www.chegg.com/homework-help/questions-and-answers/factor-absolute-important-least-important-support-answer-q13551891>

These are the references you can refer to for your studies, and you can create high-performance teams by understanding this literature; thank you.

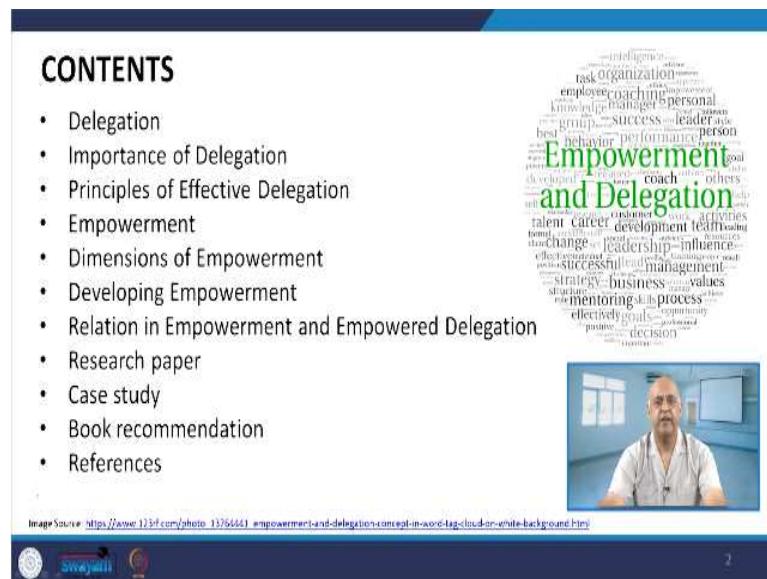
**Leadership and Team Effectiveness**  
**Prof. Santosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology – Roorkee**

**Module No # 08**  
**Lecture No # 38**  
**Delegation and Empowerment**

In this particular session, we will talk about delegation and empowerment, like whenever you want to create an effective team with our efficient leadership style. So, then it becomes very, very important for those who are the team members right. They should also feel that they are empowered, they are having certain power, and they should have job satisfaction in the sense. They should have an inner motivation intrinsic motivation.

So that, they can give their best work and naturally, not only for the purpose of getting the work done but also for the happiness is concerned of the overall team happiness. So, we can also create the team happiness index and for this purpose, this delegation and empowerment are the instruments and mechanisms which can be used.

**(Refer Slide Time: 01:19)**



**CONTENTS**

- Delegation
- Importance of Delegation
- Principles of Effective Delegation
- Empowerment
- Dimensions of Empowerment
- Developing Empowerment
- Relation in Empowerment and Empowered Delegation
- Research paper
- Case study
- Book recommendation
- References

Image Source: [https://www.123rf.com/photo\\_13764411\\_empowerment-and-delegation-concept-in-word-tag-cloud-on-white-background.html](https://www.123rf.com/photo_13764411_empowerment-and-delegation-concept-in-word-tag-cloud-on-white-background.html)

So here we will talk about the delegation, importance of delegation, principles of effective delegation, empowerment, dimensions of empowerment, developing Empowerment, relation in

empowerment and empowered delegation and as usual, we will be discussing the research paper, case study, book recommendation, references are there.

(Refer Slide Time: 01:40)

## Delegation

- Delegation is a relatively simple way for leaders:
  - To free themselves of time-consuming chores
  - To give followers developmental opportunities
  - To increase the number of tasks accomplished by the work group, team, or committee
- Delegation gives the responsibility for decisions to those individuals most likely to be affected by or to implement the decision.
- Delegation is more concerned with autonomy, responsibility, and follower development than with participation.



Image Source: [https://www.123rf.com/photo\\_63947675\\_delegating-chart-with-keyword-and-concept.html?vt=39&u=https%3A%2F%2Fmediatrade%2Fdelegating.html](https://www.123rf.com/photo_63947675_delegating-chart-with-keyword-and-concept.html?vt=39&u=https%3A%2F%2Fmediatrade%2Fdelegating.html)

So, delegation is a relatively simple way for leaders when we understand the delegation to free themselves of time-consuming chores, to give followers development opportunities to increase the number of tasks accomplished by the work group, team or committee is there. So, whenever we are talking about the delegation right, so it is about what a leader gains out of this delegation.

The leader gains are a time-consuming course that he is getting the time because the certain task which can be performed by the subordinates then if he delegates them, then he is free for doing the next level jobs. To give the follower developmental opportunities and as that; particular job has been given to the other employee, colleagues, or the team members basically here. Then in that case they also get the developmental opportunities and that will be a sort of on-the-job training right.

And that is also beneficial for the team members, followers and leader also getting the time benefits from doing this particular job. To increase the number of tasks accomplished by the work group, team or the committee is concerned. So therefore, in that case this is becoming the task which has been accomplished that will be done fast because all are contributing the work. So therefore, it is not a single hand contribution rather than it is the collective hands contribution.

And therefore, the number of tasks accomplished will be more and the group team and the committee all will be getting benefited. Delegation gives the responsibility for decisions to those individuals most likely to be affected by or to implement the decision is there. So, another benefit of delegation is to give the decisions to those individuals right and most likely this is to be affected by or to implement the decision is there.

So, delegation is more concerned with the autonomy responsibility and follower development then with the participation is concerned.

**(Refer Slide Time: 03:56)**

### Delegation (Cont.)

- Research has shown that leaders who delegate authority more frequently often have higher-performing businesses. (Miller & Toulouse, 1986)
- However followers are not necessarily happier when their leaders frequently delegate tasks. (Stogdill et al., 1955)
- (Stogdill and Bass, 1981) maintained that it was due to subordinates who felt they were not delegated the authority needed to accomplish delegated tasks, monitored too closely, or delegated only tasks leaders did not want to do.
- (Wilcox, 1982) showed that leaders who delegated skillfully had more satisfied followers than who did not delegate.



Research has shown that leaders who delegate authority more frequently often have higher performing businesses right. And therefore, in that case it is becoming the most important thing that how these higher performance businesses have been done. The however followers are not necessarily happier when their leaders frequently delegate the task right. So here, it is also been seen many times though there are these advantages but the followers are not happy.

Because there are 2 reasons one is getting additional job which they do not want to do, and the second one is that there is no developmental motivation that I should learn these different jobs are there. So therefore, in that case here the followers are not becoming the happiest but the studies are concerned. Always better for the leaders those who are having this type of the delegation they are getting the higher performing businesses right and they get the opportunities.

Because of as I mentioned in the previous slide that is they are able to accomplish those particular goals. Maintain that it was due to subordinates who felt they were not delegated the authority needed to accomplish the delegated task monitor too closely or delegated only task leaders did not want to do. So therefore, many times the follower's right they felt that, they have not delegated the authority whatever is needed to accomplish that particular task is concerned and they are monitored to closely and therefore they are delegated.

So, what happens is the job is given? But naturally in delegation one thing we have to keep in mind the responsibility remains with the leaders. And therefore, leader monitors too closely, ultimately in the delegated task if something goes wrong who will be responsible? It is the leader will responsible and not the team member who has been that task. So, this particular worry makes the leader to be conscious and active.

And therefore, in that case that leader he will be monitoring and having a close watch on the subordinate or follower. So therefore, in that case also the task is delegated but there is an additional monitoring is there. Or delegated only task which leaders did not want to do, such tasks will be there which are complex in nature or may not be the liking of the leader and therefore in that case the leaders did not want to do.

Wilcox, 1982 study showed that leaders who delegated skillfully had more satisfied followers than who did not delegate right. So therefore, in that case here those who delegated skillfully right. So then in that case the followers are more happy and satisfied as compared to those who did not delegate. So, from this slide what we understand is that a balance is required.

The nature of task followers' willingness, followers capability to do the leaders monitoring abilities right, because otherwise that will be an additional supervision right, therefore the followers may not like that right. But leaders will of course by delegation they are accomplishing more task so they are getting the more opportunities for the higher performance businesses are concerned.

**(Refer Slide Time: 08:00)**

## Importance of Delegation

Following are ideas given by (H. L. Taylor, 1989) about why delegating is important.

### Delegation Frees Time for Other Activities

- Leaders typically have so many different responsibilities that they invariably must delegate some of them to others.
- Because leaders determine what responsibilities will be delegated, the process is one by which leaders can ensure that their time is allocated most judiciously to meet group needs.
- The leader's time is a precious commodity that should be invested wisely in those activities that the leader is uniquely suited and that will provide the greatest long-term benefits to the group.



Following are the ideas given by the H. L. Taylor, 1989 about why delegating is important. So, delegation frees time for other activities, so leaders typically have so many different responsibilities that, they invariably must delegate some of them to others right. So therefore, in that case different responsibilities will be there right, where; they have to give the responsibilities right. So, they can perform that some of them to making this is easier to get the other work done, because leaders determine what responsibilities will be delegated?

Now here is the catch is that what will be delegated it is not any rules or regulations in the organization. It is totally the wishful thinking of the leader is there, the process is one by which leaders can ensure that their time is allocated most judiciously to meet the group needs are there. Now, so therefore in that case this is also important once you delegated now, they are doing the job. So, one extreme will be that is close monitoring other extreme will be that you are not controlling.

So therefore, judiciously the time should be given by the leader when he is delegating to meet the group needs. The leader's time is a precious commodity that should be invested wisely in those activities that the leader is uniquely suited and that will provide the greatest long-term benefits to the group is there. So, it is always it has been seen that is all these delegations which has been done by the leader and that whatever the time investment he is doing right that is uniquely suited.

So, when in the group when it is comfortable that the delegation is proper and it is timely supported, I will not set monitor rather than supported then definitely in that case the leader will

be having the better efficiency and that will create benefits to the group. Here I would like to give one example.

Like there is a project team is there and in the project team one project is given and there the leader and the team members and they do fantastic job what will be the reward other than the monetary rewards, so reward will be another higher-level project. Because once they have tested and they have done a good job so naturally people will be looking for them and they will be given other higher-level jobs.

**(Refer Slide Time: 10:50)**

### **Importance of Delegation (Cont.)**

#### **Delegation Develops Followers**

- Developing subordinates is one of the most important responsibilities any leader has, and delegating significant tasks to them is one of the best ways to support their growth
- It allows subordinates the best training experience of all i.e., learning by doing.

#### **Delegation Strengthens the Organization**

- Delegation sends an organizational signal that subordinates are **trusted**
- It enhances **commitment** of the delegates
- It improves **decision making skills**
- Delegation also fosters work integration by manager coordination



Delegation importance of delegation develops' followers, so therefore whenever you are delegating as a leader to your followers, they are getting opportunities, responsibilities and significant task. So best ways to support their growth so, it is the learning by doing, correct? So, it allows subordinates the best training experience of all that is by learning doing is there.

Delegation strengthens the organization and sends the organization signal that the subordinates are trusted, otherwise what happens? The leader says no I will do my job only he is not allowing the team members to do the next level job right. Because delegation is given by the leader of his own task and so naturally it is the next level tasks. So, when you are delivering or delegating these tasks to the follower it shows the trust and it also shows the commitment of the leader

towards the follower's commitment of the delegates and it improves decision making skills right?

Because in that case he is able to get more experience in decision making, delegation also faster work integration by manager coordination, so that the managers coordination will be also improve. But we have to learn as how this delegation is to be done judiciously; ineffectively otherwise as we have seen, there is importance of delegation but it is to be done judiciously.

(Refer Slide Time: 12:38)

## Principles of Effective Delegation

**Deciding When to Delegate**

Ask the following question:

- Do subordinates have the necessary (or superior) information or expertise?
- Is the commitment of subordinates critical to successful implementation?
- Will subordinates' capabilities be expanded by this assignment?
- Do subordinates share with management and each other common values and perspectives?
- Is there sufficient time to do an effective job of delegating?

If answer is YES then do DELEGATE



So, what we mean by the judiciously delegation and deciding when to delegate, ask the following question do subordinates have the necessary superior information or expertise? So that the competency, competency of the supervisor is depending upon that he is able to judge whether the subordinate will be able to do that to particular task. So is the commitment of the subordinate critical to successful implementation.

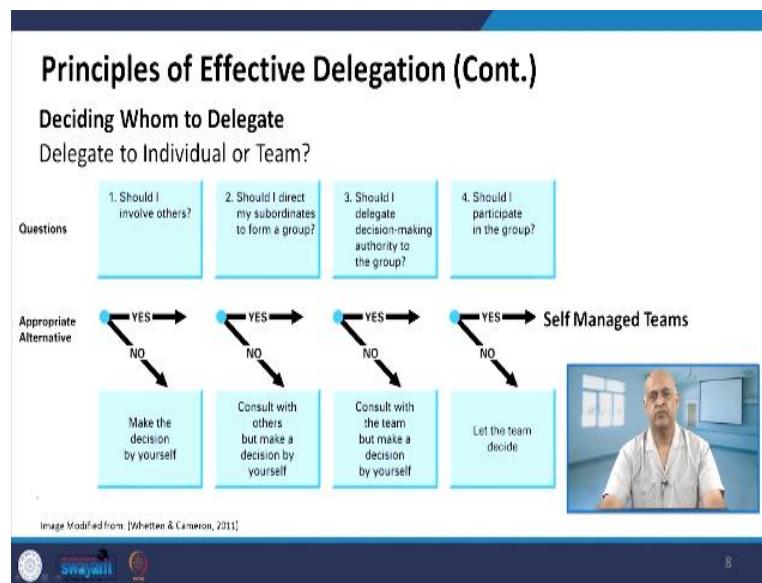
So, he is not doing this job because the boss is given, he is taking this particular task job delegated task to develop himself that is I am getting this opportunity to do this new task. So, he develops the expertise in that and create the better future, will subordinates capabilities be expanded by this assignment and there are 2 terms here I would like to share. One is job enlargement and the other one is job enrichment; job enlargement means it is not increasing the capabilities but it is increasing the practice that is all.

But whenever we talk about the job enrichment and then in job enrichment it is the subordinates' capabilities are there and therefore in that case whenever the subordinate is able to making these capabilities expanding these capabilities so definitely he will be happy. Do subordinates share with management each other's common values and perspectives are there, this is also very important. We have talked about personality and leadership, so in the follower team members they are also having their own personalities.

So, like some will be having the personality like horses so they are powerful and they have given the direction, they follow the direction and they do it right. Whenever we use the horse, we put the flip to its eyes right and therefore he gets the direction, so in addition to the eye site he gets vision. So therefore, does this one share and get value system personality is same, because there should be common values and perspectives between the leader, members, team and organization.

Is there sufficient time to do an effective job of delegating? So therefore, whether the subordinate is having the sufficient time, if the answer is yes then do the delegate.

**(Refer Slide Time: 15:19)**



Now it is a very important slide and interesting also that is should I involve others, right? So, the appropriate alternative is the yes make the decision by you no, should I direct my subordinates to form a group? And therefore, in that case, if the answer is no then we will go for the self-management teams. So, therefore, consult with others by making the decision by you or should I delegate decision-making authority to the group right.

So, if you say yes, it means there is a self-management is there, if answer is no consult with the team but makes the decision by yourself. So therefore, this step is to be taken, should I participate in the group that is the yes it will be a self-management team if answer is no let the team decide. So therefore, in that case in these particular questions 1 to 4 if the answer is yes, so then it will be self-managed teams.

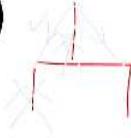
And if the answer is no then in that case it the collective decision is to be taken and let the team decide means everybody is involved. In self-management team it is the more delegation is there but whenever we are saying no then in that case it will be the whole team will be deciding every member will be consulted.

**(Refer Slide Time: 16:52)**

### Principles of Effective Delegation (Cont.)

#### Deciding How to Delegate

1. Begin with the end in Mind
2. Delegate Completely
3. Allow Participation in the delegation of assignments
4. Establish Parity between authority and responsibility
5. Work within the organization structure
6. Provide adequate support for delegated tasks
7. Focus accountability on results
8. Delegate consistently
9. Avoid upward delegation
10. Clarify consequences



9

How to delegate? Begin with the end in mind and what will be the result? Delegate completely let them take the decisions there is no issue. Allow participation in the dedication of assignments, establish parity between authority and responsibility, work within the organization structure, provide adequate support for delegated tasks. Focus accountability on results delegate consistently, avoid upward delegation.

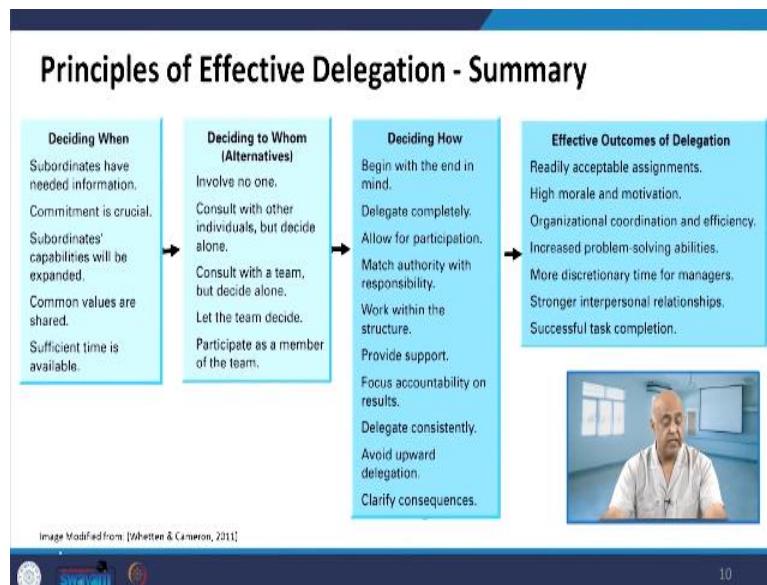
Now you see there is nothing like an upward delegation, so therefore whenever we are talking about the delegation. So, the delegation will be given always from the top to bottom, so here it will go from top to bottom. While in the case whenever we go for this particular delegation right,

it will be always the boss will delegate to the subordinates right, and in this case, it will go like this right so the delegation direction will be like this, it will be never like this.

So therefore, in that case whenever we talk about the delegate consistently right and avoid the upward delegation so always it will go this is right and this is wrong it will not be the upward direction it will be the downward direction. And whenever; you are going for the downward direction right. So, it means that the responsibility remains with the boss authority is given to the subordinates.

So that clarity will be there with the downward delegation and here you can also decide, you mean the Leader can decide how to make the delegation and to whom to make the delegation.

(Refer Slide Time: 19:13)



Now question arises when we have to give the delegation? Subordinates have the needed information so he is having that competency, commitment is crucial so that the job will be given then he will be able to do and deliver timely right. Subordinates' capabilities will be expanded and the common values are shared and sufficient time is available, so this will be the when. To whom involve no one, consult with other individuals but decide alone, consult with the team but decide alone, let the team decide, participate as a member of the team.

So therefore, in that case the decision-making process will be with who is having the responsibility. And deciding how is begin with the end in mind, delegate completely, allow for participation, match authority with responsibility, work within the structure, provide support,

focus accountability on results, delegate consistently, avoid upward delegation and the clarification, so what are the effective outcomes of the delegation?

Readily acceptable assignments are there, so here actually that environment you create that culture you create. And therefore, in that culture you are having those acceptable assignments, high moral and motivations. So, whenever you are having this delegation system in your group and team or more or less in the organization then you are having moral of the employees will be very high.

Because they know anytime they will get a task which is otherwise supposed to be done by the next level means that is the boss or the top level. But they have trusted me and they have given me this particular task, organizational coordination and efficiency will increase a culture of the team building. Because the coordination synergy will be developed and that culture will be there in-case problem abilities decision making.

So therefore, in that case it is not that every time subordinator or follower running towards the leader or the boss, he is developed that capability. Because in the delegation the most important point is the expansion of the capability of the followers. So, they increase the problem-solving abilities more discretionary time for the managers are there, so they can use the time for the betterment of the organization by doing some other tasks.

Stronger interpersonal relationships are there because that is an efficient delegation and successful task completion will be there. So that the time, quality, cost for that particular accomplishment of task that will be done by this particular team. So, in summary we can say that delegation is an art but it is a science also. So therefore, when you are putting these points of the slides in your mind whenever, when, whom, how right?

And the end of result when you keep in mind, so you are rational you are logical and therefore are a scientific person. So, if you do this in a systematic manner then definitely there will be no problem in the delegation.

**(Refer Slide Time: 22:49)**

## Empowerment

- "Providing freedom for people to do what they want to do (pull), rather than getting them to do what you want them to do (push)."
- Empowerment as having two key components.
  - For leaders to truly empower employees, they must **delegate** leadership and decision making down to the lowest level possible. Employees are often the closest to the problem and have the most information, and as such can often make the best decisions
  - The second component of empowerment, and the one most often overlooked, is **equipping followers** with the resources, knowledge, and skills necessary to make good decisions.



11

Now we will talk about the empowerment, so providing freedom for people to do what they want to do they want to do rather than getting them to do what you want them to do? And the empowerment is having 2 components that is they must delegate the leadership and the decision making down to the lowest lever and the equipping followers is there. So, making the followers fully equipped.

(Refer Slide Time: 23:14)

## Difference Between Power and Empowerment

POWER	EMPOWERMENT
External source	Internal source
Ultimately, few people have it	Ultimately, everyone can have it
The capacity to have others do what you want	The capacity to have others do what they want
To get more implies taking it away from someone else	To get more does not affect how much others have
Leads to competition	Leads to cooperation



Image Source: [Whetten & Cameron, 2011]

12

Now the power and empowerment that we have to understand actually the power is given with the given task or that authority and responsibility is there, empowerment is the power is with somebody and he has shared his power with another person. So, it is external source power

ultimately few people have it the capacity to other to what you want to get more employees taking it away from someone else and leads to competition.

While in the empowerment it is the internal source is there and ultimately everyone can have it the capacity to other to what they want? To get more does not affect how much other has and leads to cooperation. However, the power is for the purpose of self-existence empowerment is about the purpose of the cooperative existence, that is for leaders existence also and the follower's existence also.

**(Refer Slide Time: 24:14)**



Now in the dimensions of empowerment it is a self efficacy a sense of personal competence that is how much do you have? And how much do you believe in trust in your competency, self-determination is there, a sense of personal choice is there, personal consequences having the impact what will be the impact is there, meaning a sense of value in activity and the trust is there a sense of security.

**(Refer Slide Time: 24:38)**

## Developing Empowerment



### ❖ Articulate a clear vision

- Create a picture of a desired future
- Use word pictures and emotional pictures to describe vision
- Identify actions that will lead to a vision
- Establish SMART(Specific Measurable Aligned Realistic Time-bound) Goals
- Associate the vision with personal values

### ❖ Provide opportunities to foster personal mastery

- Break big tasks in small and assign one at a time.
- Assign simple task before difficult ones
- Highlight and celebrate small achievements
- Gradually expand job responsibilities to solve problems

Image Source: <https://www.rehilton.com/setting-goals/>



14

So, for the developing the empowerment how to develop, create a picture of a desired future right. And use the word pictures and an emotional picture to describe the vision is there. Identify the actions that will lead to a vision. Establish the smart specific, measurable, aligned, realistic and time-bounded goals. So, goals have to very specific, goals have to be measurable; goals have to be aligned with the organizational goals.

And the group goals, team goals and the realistic is to be there, it should not be the non-achievable it should be achievable and time-bounded. And therefore, in that case it is to be accomplished within the time, to associate the vision with the personal values. And therefore, in that case this will be always whatever the personal values are there that will be covered along with this particular developing this a clear-cut vision is there.

So, personal values are to be part of that otherwise that vision will be impossible to attend. Provide opportunities to foster personal mastery, break big tasks in small and assign one at a time, assign simple tasks before difficult ones, highlight and celebrate the small achievements, gradually expand job responsibilities to solve problems and therefore here we talk about how these job responsibilities will be creating and these solutions are there.

(Refer Slide Time: 26:11)

## Developing Empowerment (Cont.)

- ❖ Model the Correct (Successful) Behaviour
  - Demonstrate successful task accomplishment
  - Point out other people who have succeeded
  - Facilitate interaction with other role models
  - Find a coach and establish mentor relationship
  - Associate the vision with personal values
- ❖ Provide Support
  - Praise, encourage, express approval for and reassure
  - Send note of praise to family member & coworkers
  - Foster informal social activities to build cohesion
  - Supervise **less closely** and provide time slack
  - Organize recognition ceremony



Image Source: [https://depositphotos.com/vector-images/finally-appreciation.html?image\\_id=133785628](https://depositphotos.com/vector-images/finally-appreciation.html?image_id=133785628)

15

Model the correct of successful behavior demonstrate successful task accomplishment; point out other people who have succeeded. And the facilitate interaction with other role models, find a coach and establish mentor relationship, and associate the vision with personal values. And the provide support therefore in that praise, encourage, express approval for and reassure. Send note of praise to family member and coworkers, foster informal social activities to build cohesion, supervise less closely and provide time slack and organize recognition ceremony is there.

(Refer Slide Time: 26:49)

## Developing Empowerment (Cont.)

- ❖ Arouse Positive emotions
  - Foster activities to encourage friendship formation
  - Periodically send light-hearted messages
  - Use superlatives adjectives in giving feedbacks
  - Highlight link in personal & organisational goals
  - Foster attributes of recreation in work
- ❖ Provide Information
  - Provide all task relevant information
    - Technical information
    - Cross-Functional information
    - Information from its source



Image Source: <https://www.freepik.com/icon/illustration-positive-emotions-schema-light-orange-background-image4168185>

16

So, arouse positive emotions, foster activities to encourage friendship formation, periodically send light-hearted messages, and use superlatives adjectives in giving feedbacks. Highlight link in personal and organizational goals, foster attributes of recreation in work. Provide Information;

provide all task relevant information, technical information, cross-functional information, information from its source is there.

(Refer Slide Time: 27:17)

## Developing Empowerment (Cont.)

- ❖ **Provide Resources**
  - Provide needed time, space or equipment
  - Provide training and development experiences
  - Provide technical support
  - Provide access to communication channels
- ❖ **Connect to Outcomes**
  - Provide a chance to interact directly with those receiving the services
  - Provide authority to resolve problem on the spot
  - Provide immediate, unfiltered, direct feedback
  - Create task identity
  - Clarify and measure effects

Image Source: <https://eleraanlimi.wordpress.com/2013/03/06/business-mode-generation-resources-that-make-your-business-work/>

Always we have to provide resources to the followers so that in that case they will be able to do the job. That is the main machine, material, money, method and minutes are there, time is their manpower is to be properly trained the technology machinery is to be provided and the communication channels that should be provided. So that if they find any problem at any time they can easily communicate.

Connect to the outcomes is there that is what will be the outcome ultimately? Why all these functions are performed? These perform are for the outcomes which will be enhancing the managerial effectiveness and organizational effectiveness. Provide authority to resolve the problem on the spot, and provide immediate, unfiltered, direct feedback. Create task identity, clarify and measure effects has to be there. So that in that case the outcomes will be as per the expectations are there.

(Refer Slide Time: 28:15)

## Developing Empowerment (Cont.)

### ❖ Create Confidence among followers by exhibiting:

- Reliability & Consistency
- Fairness & Equality
- Caring & Personal concern
- Openness & Honesty
- Competence & Expertise



Image Source: <https://www.dreamstime.com/royalty-free-stock-photos-confidence-level-meter-image25235598>

18

Here we create the confidence among followers by exhibiting: reliability and consistency, fairness and the quality are there caring and personal concern, openness and honesty, competence and expertise is there.

(Refer Slide Time: 28:28)

## Relation in Empowerment and Empowered Delegation

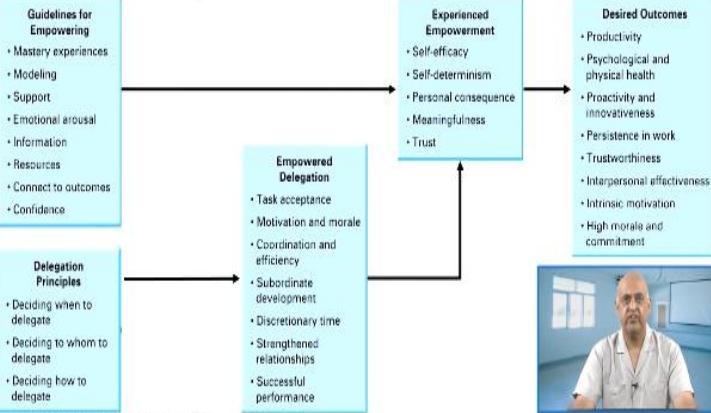


Image Modified from [Wettew & Cameron, 2011]

19

So finally, we come to the relationship in empowerment and empowered delegation. So, this will be the guidelines for the empowering which we have discussed in the previous slide in summary right. And here will be the delegation principals which will be connected. So, whenever we are connecting the guidelines of empowering right, and then the delegation principles which both we have discussed earlier and that will be making empower the delegation is there.

So, whenever we are giving the empowerment on this delegation then the person will be having the experienced empowerment. And here the personal consequences and the meaningful and the trust are very important. So why all that is this empowering and delegation because the desired outcomes are there, here I would like to focus. These points we have already discussed these 4 blocks we have discussed earlier.

So now finally I will discuss the desired outcomes, so that is increasing the productivity, psychological and physical health, proactivity and innovativeness, persistence in work, trustworthiness in the atmosphere that will be created. So that the organization that citizenship that will be strong, interpersonal effectiveness is there, intrinsic motivation and high moral and the commitment is there. And as a result of which there will be whenever we are having this empowering and delegation culture in the organization and that will give the desired outcomes are there.

**(Refer Slide Time: 30:04)**

The image shows the cover page of a research paper. At the top left, it says 'Research Paper'. In the center, the title is 'Delegation outcomes: perceptions of leaders and follower's satisfaction'. Below the title, the author's name is 'Gesche Drescher'. To the right, it says 'TUM School of Management, Technical University of Munich, Munich, Germany'. On the left, there is a logo consisting of a stylized 'C' in green and yellow. Below the logo, journal information is provided: 'Journal of Managerial Psychology', 'Vol. 32 No. 1, 2017', 'pp. 3-15', '© Emerald Publishing Limited', '0268-3946', 'DOI: 10.1108/JMP-05-2015-0174'. At the bottom left, there is a small image of a man speaking. At the bottom right, the number '20' is visible.

As usual this research paper that is about the delegation outcomes perceptions of leaders and followers' satisfaction and as different studies has been mentioned.

**(Refer Slide Time: 30:17)**

## Research Paper

### Design/methodology/approach

The purpose of this paper is to examine the relationships among delegation, employees' perceptions of leader's performance and likeability and follower's job satisfaction. These variables are significantly associated with leader influence.

### Findings

The results of study 1 showed that leader delegation leads to higher levels of perceived leader ability and performance.

Study 2 replicated and extended these results. Mediation analyses revealed that leader likeability mediates the relationship between delegation and employee's job satisfaction.



21

(Refer Slide Time: 30:19)

## Case Study : Minding the store

- Ruth Cummings was appointed as branch manager for the Saks Fifth Avenue store in a suburb of Denver. Her boss, Ken Hoffman, gave her this assignment on her first day: "*Ruth, I'm putting you in charge of this store. Your job will be to run it so that it becomes one of the best stores in the system. I have a lot of confidence in you, so don't let me down.*"
- Ruth hire an administrative assistant to handle inventories. Because this was such an important part of the job, she agreed to pay her assistant slightly more than the top retail clerks were making.
- She felt that having an administrative assistant would free her to handle marketing, sales, and personnel matters—areas she felt were crucial if the store was to be a success.



Case Source: (Whetten & Cameron, 2011)

23

So, we have to go for this different research papers and this is the case study minding the store right, and by going through this case study you will be able to answer these questions

(Refer Slide Time: 30:30)

## Case Study : Minding the store (Cont.)

- "Do you know how long he has been a customer of ours? Do you know how much he spends in the store every year? I certainly hope we have not lost him as a customer because of your blunder. This makes me very upset. You've just got to learn to use your head."
- Ruth thought about the conversation for several days and finally decided that she needed to see Ken Hoffman. She called his secretary to schedule an appointment for the following day.

### Questions

**Q1)** What guidelines related to empowerment were violated by Ken Hoffman? By Ruth Cummings?

**Q2)** What guidelines related to delegation were violated by Ken Hoffman? By Ruth Cummings?



Case Source: (Whetten & Cameron, 2011)

To empowerment were violated by the Ken Hoffman by Ruth Cummings you can as a new assignment also. What guidelines related to delegation were violated by home work by this Ken Hoffman by Ruth Cummings is there.

**(Refer Slide Time: 30:44)**

## Case Study : Minding the store (Cont.)

### Questions

**Q3)** What should Ruth Cummings and Ken Hoffman discuss in their meeting? Identify specific agenda items that should be raised.

**Q4)** What are the questions that Ruth should ask Ken to help her acquire the necessary elements of empowerment? What questions should Ken ask Ruth to be better able to ensure her success?

**Q5)** If you were an outside consultant attending the meeting, what advice would you give Ken? What advice would you give Ruth



Case Source: (Whetten & Cameron, 2011)

So please go through this case study and this answer these questions and basis of that you will be able to understand the practical implication of this particular empowerment and delegation is there.

**(Refer Slide Time: 31:00)**

**Book Recommendation**

**Empowerment Takes More Than a Minute**

<b>Authors:</b>	Ken Blanchard John P Carlos Alan Randolph
<b>Publisher:</b>	McGraw-Hill Education; Second Edition (December 2001)
<b>Language:</b>	English
<b>Paperback:</b>	168 Pages
<b>ISBN-10:</b>	1576751538
<b>ISBN-13:</b>	978-1576751534

Image Source: <https://www.amazon.in/Empowerment-Takes-More-Than-Minute/dp/1576751538>

29

This is the book which recommended empowerment takes more than a minute right.

**(Refer Slide Time: 31:05)**

**Book Recommendation**

- Book tells the story of a young manager whose attempts to turn his troubled company around through traditional top-down, command-and-control management are failing.
- Reluctantly, he contacts an expert in empowerment.
- Step by step, the expert helps him understand why his past and present efforts have fallen short and exactly what he needs to do to create an empowered workforce.
- The process as it unfolds is complex, paradoxical and counter intuitive - but well worth the effort.
- Organizations can achieve great results by recognizing and taking advantage of the skills, experience, and knowledge already existing in the organization

Image Source: <https://www.amazon.in/Empowerment-Takes-More-Than-Minute/dp/1576751538>

30

And therefore, in that case how to make your team more empowered by the delegation and achieving the task of this particular higher performance objectives and goals of the businesses.

**(Refer Slide Time: 31:21)**

## References

1. Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (2015). Leadership: Enhancing the Lessons of Experience (8th Edition). McGraw Hill.
2. Northouse, P. G. (2019). Leadership Theory and Practice Eighth Edition (8th ed.). Sage Publications, Inc.
3. Miller, D., & Toulouse, J.-M. (1986). Chief Executive Personality and Corporate Strategy and Structure in Small Firms. *Management Science*, 32(11), 1389–1409. <https://doi.org/10.1287/mnsc.32.11.1389>
4. Lussier, R. N., & Achua, C. F. (2016). Leadership: Theory, Application, & Skill Development (6th ed.). Cengage Learning.
5. Robbins, S. P., Judge, T. A., & Vohra, N. (2016). Organizational Behavior (16th Edition). Pearson Education Inc.
6. Stogdill, R. M., Shartle, C. L., Wherry, R. J., & Jaynes, W. E. (1955). A Factorial Study of Administrative Behavior. *Personnel Psychology*, 8(2), 165–180. <https://doi.org/10.1111/j.1744-6570.1955.tb01196.x>



So, these are reference which you can refer for you further studies and also the references for this particular material thank you very much.

**Leadership and Team Effectiveness**  
**Prof. Santosh Rangnekar**  
**Department of Management Studies,**  
**Indian Institute of Technology, Roorkee**

**Module No # 09**  
**Lecture No # 39**

**Leading Teams: Enhancing Teamwork within a Group**

After their discussion with this empowerment and delegation and the team effectiveness now the question arises that is the how-to lead the team right? So, it is in this session we will talk about enhancing the team worker within a group.

**(Refer Slide Time: 00:44)**

**CONTENTS**

- Teamwork and Necessity of Teamwork
- Characteristics and Components of Teamwork
- Benefits of Teamwork
- Factors that promote Teamwork in groups
- Leader's Role in Teamwork
  - Commitment & Agreements
  - Meetings
  - Conflict Resolution
- Essential leader's skills for Teamwork
- Research paper
- Case study
- Book recommendation
- References

Image Source: <https://www.pinterest.com/pin/61994932345288807/>



So, team worker necessity of the teamwork, characteristics of the components of teamwork. Benefits of teamwork, factors that promote teamwork in groups, leader's role in teamwork, commitment and the agreements are their meetings and the conflict resolution is there. Then we will also discuss about the essential leaders' skills for teamwork and as usual the research paper case study and book recommendations. And references are used for this particular study material and for your further studies.

**(Refer Slide Time: 01:16)**

**"Individuals play the game, but teams win  
championships."**

**-Bill Parcells**

Individuals play the game but teams win the championships is there right. So therefore, in that case always whenever we are talking about that any particular sports it is very important that there is a coordination and synergy. Now I do not think now that is now, I have to explain more on this particular slide because as you have gone through the earlier sessions. In which we are much talked about this aspect is there right.

**(Refer Slide Time: 01:44)**

## **Teamwork**

- Teamwork is an understanding and commitment to a common goal on the part of all team members.
- Team work is when two or more people work together cohesively, towards a common goal, creating a positive working atmosphere, and supporting each to combine individual strengths to enhance team performance.
- Teamwork is the concept of the people working together cooperatively as a team in order to accomplish the same goal/objectives.
- The increased acceptance and use of teams suggests that their usage offers many benefits.
- Simply Stated, it is **less me and more we**.



But as we talk about the leadership and teamwork then it is an understanding commitment to common goal on the part of all team members. This is very important is there so it is not only the responsibility of that particular leader only right it is a collective understanding is there. And

then whenever we are talking about the collective understanding then definitely here, we will go by this particular common goal right.

And commitment part of all team members so therefore if we are having that the understanding by the all then only, we will be able to come out with this particular aspects right. So here whenever we are talking about the joint responsibility and commitment right that is becoming very important is there. When work is when 2 or more people work together cohesively towards a common goal right then it is becoming this teamwork understanding is important.

It is creating a positive working atmosphere is there so how do you create that culture? How do you they create that particular atmosphere? And therefore, it is the responsibility of the particular the team not only of the team it is not only of these leaders only right. Now after understanding the focus between the leadership and the team both now we are going for the collective responsibilities.

So that is work together cohesively right and towards naturally of a common goal which we talk about but this atmosphere that is the responsibility. Earlier it was the responsibility was only of the leader it is a responsibility of the only of the subordinates to match with them, their bosses but now it is not it is a positive working atmosphere to be created by both. And supporting each to combine individual strengths to enhance the team performance is there.

And therefore, in that case whenever there is a combined effort are made to strengthen to enhance then there will be the team performance will be there. Teamwork is the concept of the people working together cooperatively as a team in order to accomplish the same goal or objectives are there. So therefore, this particular concept the team working to work cooperatively, to work together right.

And so therefore in that case this increase acceptance in the use of the team that suggests that their uses, offers many benefits are there right. And naturally simply stated it is less me and more we right. And that particular the understanding is to be there so that is what is team? Team is the together everyone achieves more right. So, it is not the individual what will achieve will be more it is collectively we will achieve more.

**(Refer Slide Time: 05:17)**

## Teamwork (Cont.)

- Teamwork results from combined actions of a group of people, especially when they work together in an efficient and effective capacity.
- Teamwork involves the joint efforts of a number of people to achieve a single goal.



T - Together  
E - Everyone  
A - Achieve  
M - More



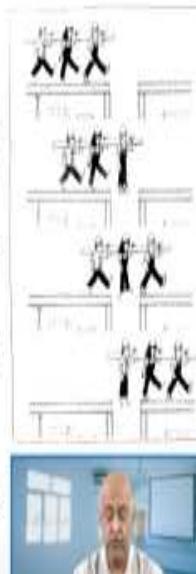
So that I will explain here that is these combined actions of a group of people when they work together in an efficient and effective capacity is there. So, what is required? The trust is required support is required and that particular skills because we have talked about the skill development also right. So therefore, in the process when the teams are working together they are developing their skills cooperation is increased right.

And of course, that solution to the problems so that is a brainstorming is done and then therefore that will be the planning is there.

(Refer Slide Time: 05:57)

## Necessity of Teamwork

- Teamwork is very necessary because together brings the knowledge and skill of people which help in identify and in solving mutual problems with less errors
- Instead of working individually the work will be easy if work together as team form.
- The team member believe in word "WE" not "I" which really help in work/task/goal success.
- An Opportunity for Healthy Competition
- Cross Knowledge Exchange with the ability to work together.



So, like here you see that it is like this right and then we whenever we are talking about this particular the bridging the gap is there. And then therefore you can find that is the how the things are going right. So, it becomes a very important that is whatever the knowledge and skill of the individual they bring their best right. So therefore, then only in that case that 2 things will happen one is the level of intellectual capabilities that will increase.

And then also on in addition to that and that will also there will be the, less errors will be there. So, more efficiency and effectiveness instead of working individually the work will be easy if work together as team form is there it is what we and not I. And now you see this is we have talked about the personality and leadership also. And therefore, it depends upon the individual's value systems what value system he is having?

If the value system is that, is we will do together then definitely it will be much better. And whenever we are talking about the I right so then definitely it will be which really will be difficult to get the work task and goals more successful success may be there. Now here also I want to say many times the leader they get the results and that is why when it becomes their perception that is I right.

But when we see in the long term no and in long term you will find it is not the, I it is we why? Because when leader develops this tendency of I slowly and slowly he will lose the support of the followers. So, first task will be done second task will be done third task will be done ten tasks will be done but definitely on eleventh task the followers will fail. That is the he gets the credits and he is not consulting us and there is no point working with him.

Because there is no intellectual enhancement right so therefore in that case that learning is not their capability enhancement is not there. Then in that case that concept of I will be dangerous for the leader competent people will stop working. Even if the forcefully they are working with the leader they will not give their best. An opportunity for the healthy competition is there who can do the best, cross knowledge exchange with the ability to work together.

And therefore, in that case it will be always and that is we say multi-disciplinary actually cross knowledge exchange will be there multi-disciplinary capability will be developed by the team.

**(Refer Slide Time: 09:06)**

## Characteristics of Teamwork

- Having clear, logical objectives
- Supportive, informal group atmosphere. Use of Humor
- Listening to others and giving constructive feedback
- Having people who can coordinate and accept responsibility
- Collaborate for deliverables
- Benefits from working collaboratively
- Know when team work should be used to optimize results
- Share information which may lead to shared decision.
- Mutual Dependence
- People with different skills – delegation to right skill person
- Everyone under their roles and tasks



Image Source: [https://www.canstockphoto.com/teamwork\\_2895915.html](https://www.canstockphoto.com/teamwork_2895915.html)

So having clear logical objectives, supportive informal group atmosphere, use of humor is there listening to others and giving constructive feedback. Having people who can coordinate and accept responsibility, collaborate for the deliverables, benefit from the working collaboratively. Know when teamwork should be used to optimize results, share information which may lead to shared decision mutual dependence is there.

People with the different skills delegation to right skills person right and everyone under their roles and task is there.

(Refer Slide Time: 09:38)

## Components for Teamwork



This, the components of teamwork we have discussed in the introduction of the group and team also. Communication, coordination, mutual support, effort, and the social identity are there.

(Refer Slide Time: 09:52)

## Benefits of Teamwork

- Foster Creativity and Learning
- Blends Complementary Strengths
- Builds Trust and support
- Teaches Conflict Resolution Skills
- Improves client satisfaction
- Promote a wider sense of ownership
- Encourages Healthy Risk-Taking
- Reduces workload
- Reduces staff shortages
- Reduces stress and burnout amongst workers

Innovation



Now let us understand that is this the charity to get this the teamwork or it is a rule and regulation because of that we have to work into the teamwork is there. So, why we should work in the team right? First and foremost is the, that creativity and learning and learning of the individual dear friends, simple example is of any particular project. Whenever you are working on a particular project then you will find that is that project.

That will be depending upon the person who will be working with the other team members in the project. The project leader because there will be the new opportunities for learning in the organization. If you are doing the routine job so after some years and there is no learning and then you will lose your creativity the job will be monotonous. So therefore, in that case it becomes very important that is you are having the creativity and learning is there.

Blends complementary strengths are there no you have to achieve the goal right. And to achieve the goal this becomes very important that you are having these, the personal different types of personalities are working surrounding to you. Are you able to make the complementary to each other, right? If it is yes, then wonderful that your organization effectiveness individual effectiveness also for yourself also it will be much better.

Builds a trust and support is there and therefore that cohesiveness will increase. Teaches the conflict resolution skills are there and whenever we went to avoid, when to accommodate, when to compromise, right and when to collaborate? So, all these conflict resolution techniques that; you will learn because that particular experience will teach us. That improves the client satisfaction so business enhancement business performance that will be increasing.

Promote a wider sense of ownership right and therefore in that case it is becoming that is the, whatever the ownership we are having that our area that zone will increase. People in the organization within the organization and outside of the organization also you will be known for the qualities right. And as a result of which you will be the owner of the high intellectual capabilities.

Encouraging the healthy risk checking and therefore in that case the moderate risk taking will be there. Healthy means moderate risk taking will be there it is not too high not too low then reduces the workload also so here because the other persons are working with you. So sometimes the empowerment, sometimes the delegation, sometimes the responsibilities so therefore, the workload will be reduced.

And reduces the staff shortages because you are having the helping hands so many helping hands are there so therefore in that case and no work will stop for this show staff shortages. Reduces the stress and burn out among workers as I was mentioning that is the workers employees what they do? And that is they keep on working the routine job so that makes them play too but they get burnt out right.

So, to avoid this that the team work is there so therefore there is nothing like a burnout because new and new skills you are keep on learning. And the innovations will be there the new ideas will be developed because two brains are always better than one. So therefore, in that case that that will be more innovative or innovations will be there.

**(Refer Slide Time: 13:57)**

## Common Problems in Teamwork

- Poor project management, ineffective leader
- Failure to compromise or cooperate
- Lack of participation
- Procrastination and Lack of Confidence
- Poor quality work
- Conflict among Team members
- Ineffective peer evaluation
- Under resource estimation
- Technical challenging



Image Source: <http://thecharmingteam.com/5-reasons-for-leaders-to-fail-in-when-team-members-grow-independent/>

Image Source: <https://www.Pixabay.com/photos/1142388-40967914612/>

But it is not that easy there are certain problems in the teamwork is there and why they because why we are discussing all these teamwork because here, we have to learn and develop. So therefore, it is if you want to go for this particular functioning of the teamwork. You have to also see why in the team works group is not, converting into the team or what are the problems are there.

Poor project management ineffective leader is there so therefore in that case that will be their proper not management will be there. So therefore, there will be no coordination, there will be no understanding. And as a result of which that there will be the poor project management will be there. Ineffective leaders will be there and therefore in that case it is becoming that is the how the leaders That leadership style is not getting implemented and they are becoming the ineffective is there.

And failure to compromise is they cooperate right and therefore in that case it is becoming the non-cooperation rather in spite of the cooperation there will be the non-cooperation there right. And the people those who are working, if their personality, is not matching so they will not be working towards the common goal. Rather than, they will be having the no compromise for their own growth and development.

So that concept of know that which I talked about that is we and I so that concept of I will be more dominating. If the concept of I will be more dominating then you will lose that compromise

attitude so therefore ultimately there will not be a team work. Lack of participation there are silent members they do not participate if they do not participate though they are intellectually capable because they are in the team.

So, they are in the team it means that they have been tested and taken is right person in the team but now they do not contribute so that will be the lack of participation will be there. Then the procrastination and the lack of confidence are there and people are not having their confidence to perform to that particular task. So therefore, that will be another problem is there ultimately what will result a poor outcome will be there.

A poor-quality work will be there and there will be lot of conflicts among the team members. And if this is happening and then if you go for the 720 degree the feedback then in that case it will be the ineffective peer evaluation will be there. The people peers only they will give the very bad feedback. And under the resource estimation whatever the resource was supposed to be used it will be an under-resource estimation will be there.

And technically also that will be challenging so whenever this type of the all the common problems may arise. That is if the persons are not working together then it will be very difficult to overcome this particular teamwork. Then question of the leadership comes so therefore what is the leader's role in the teamwork is there. So, if these are the problems and that is the objective to get the team work and accomplish the goal and task and create the positive environment right.

But this if we are having this type of the problem so you might be having the problem may have the problem at your workplace sometimes. So then in that case what is your role that is suggested here? So as a leader you, has a different key role in teams which they play very efficiently. With respect to the ensuring teamwork quality by the team leader has to perform this certain task right what are these tasks? First is the effective communication is there now awareness.

Now you see that is many times there will be the certain employees right those employees will be having the either they will be going for this particular direction right or they may be going for the, another direction. What is required is this that bridging this gap and whenever you are bridging this gap and changing the direction also.

**(Refer Slide Time: 19:06)**

## Leader's Role in Teamwork

Leaders have different key roles in teams which they play very efficiently. With respect to ensuring teamwork quality by the team leader has to perform the following task so that spirit of teamwork can be maintained in the populations

- Effective communication
- Effective meetings
- Commitments
- Team working agreement
- Conflict management

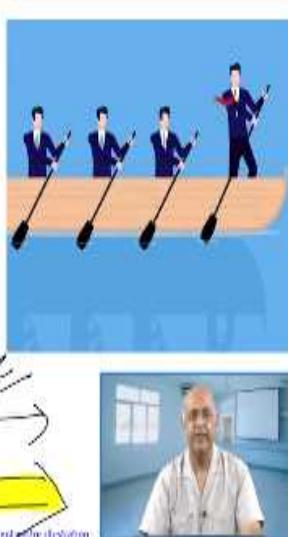


Image Source: <https://www.strategy.com/sites/default/files/2018-01/leadership-teamwork-with-leader-in-the-front-business-concept-diagram-illustration-the-video-call-video-conference-scaled-on-blue-background-top-leader-leading-together-teamwork-and-leader-is-concept.jpg>

So therefore, in that case you are making the direction in this direction right. So here this is direction finally this and this is the leader's rule right. So how, to convert this arrow into this direction, this change will be done through the effective communication. So, communication will be the mechanism and therefore in that case you can create a team of the collaboration. Now we have to also understand that is the whenever we are creating this stream of collaboration right.

Now then in that case you have to conduct the effective meetings awareness is to be created. whenever you will be having this awareness right effective meetings will be there you will tell them that is why there is a need to do this particular task. And when we will be doing this task collectively then we will be achieving the goal. But sometimes you find it is the commitments of these the team members if that is low personalities, they are different personalities are there.

And that is why here one more point which I would like to mention. If you get the opportunity your organization may or may not, I do not know but if you get the opportunity. Let the team be created by self, let the leader decide leader should be given the responsibility by the organization. And leader should decide that is the, what type of these personalities he wants to choose and therefore in that case that type of the commitments will be required.

Then the team working agreement is there now whenever once the commitment is zero then yes, we will work together right. And but because as we have discussed in the group formation

forming, storming, norming, performing and adjourning is there. So there will be the conflict will be there and the leader should effectively play the role of a conflict management solver.

So therefore, in that case he should be able to manage that conflict and solve the conflict and effectively perform the team creation of the team building and taking the team towards the growth. So here these mechanisms right that is the effective communication, effective meetings commitments, team working agreements and the conflict management. If these tasks are done right definitely that you will be able to create that type of the relationship which we are looking for accomplishment of goal is there.

**(Refer Slide Time: 22:29)**

### **Leader's Role in Teamwork Commitments**

#### **❑ Responsible Commitments**

- Team members should make responsible commitments and strive to meet them
- Members must trust on another to do what they say
- Commitment is an ethic that must be learned

#### **❑ Making Commitments**

- Commitment must be freely assumed
- The commitment is public
- Make responsible commitments
  - Define & estimate the work
  - Conclude you can do it or not.



So, the suggestion is this that these are the mantras effective communication, meetings, commitments, team working agreement and conflict management. These are the mantras for the leader's role is there right. So responsible commitments is there to that what type of these, commitment, teamwork commitment developing the commitment towards teamwork. Strive to meet their members must trust on another to do what they say you know.

So therefore, right from beginning we should not have a doubt whether this person will do or this person will not do and many people say I bet he will not do. So therefore, in that case these types of the situations are to be avoided and I have the trust. Commitment is an ethic that must be learned right and therefore in that case that is the, it is a part of the learning that is the yes, we have to create that commitment.

Commitment must be freely assumed and the, it is a public is there. So and they make responsible commitments are there that is a, define and estimate the work and conclude you can do it or not. So therefore, in that case it will be always that is the how we are defining the work and the concluding which we can do it or not right. So that making commitments will be the very important, right.

So let them understand it is what how to make the commitments and once you are committed to then you do not deviate from your own commitment right. So once committed always committed no so it is not like this that is your weekly have the commitment. Many times, we see in the social media many people are weakly committed the next week they are not committed again their commitment no do not do like this making the commitment is important.

(Refer Slide Time: 24:17)

## Leader's Role in Teamwork Agreement

- Teamwork agreement**
  - A contract which all team members signup to.
  - Each team member is expected to abide by the contract.
  - Expectations each team has for its members
  - Designed specifically for each team
  - All members accountable for statements in agreement
- Leader's Role**
  - Taking input of every member before finalization
  - Ensure communication of Agreement
  - Managing responsibilities as per the agreement
  - Ensuring every member do their task as assigned

Image Source: <https://www.dreamstime.com/stock-illustration-businessman-hand-holding-agreement-vector-image-vector-image7917962>

The teamwork agreement is to be there which will team members sign up to each team member is expected to abide by the contract. Expectations each team has for its members and designed specifically for each team all members accountable for statements in agreement are there. A leader's role taking input of every member before finalization, ensure communication of agreement, managing responsibilities as per the agreement it is concerned. And ensuring every member do their task as assigned or there.

(Refer Slide Time: 24:49)

## Leader Role in Meetings for Teamwork

### Scheduling

- As early as possible
- Regular Timings
- Make sure everyone can attend the meeting
- Start meeting when everyone is there
- Meeting place and time should be sufficient
- Decide how far into the project team should meet
  - Don't spend too much time only meeting



### Preparation

- Create Agenda
- Distribute Agenda to provoke thought



Image Source: <https://www.clipartkey.com/png/view/101411-staff-meeting-clip-art/>

So, this will be the scheduling easily as possible so therefore leaders role in meeting will be that is the making the regular timings. Make sure everyone can attend the meeting, and start meeting when everyone is there the meeting place and time should be sufficient. Decide how far into the project you should meet do not spend too much time only on meeting is there right. And that is why many times then people they stop over coming to the meetings.

Because they find that is they are not able to do their jobs are there. So always try to do is make that is the, involve the most of them those who can be there in the meeting and they can attend the meeting right. And also decide that is the how scheduling of meetings that is the how many meetings will be there and then what will be done in these meetings. Preparation create agenda, distribute agenda to provoke thought is there so accordingly it will be done.

**(Refer Slide Time: 25:43)**

## Leader Role in Meetings for Teamwork (Cont.)

### ❑ Procedure

- Complete each agenda item before moving to next
- Start discussion with a presentation of currently known facts
- Comment and criticism should be actively solicited from all team members (invite some controversy)
- Presenting different ideas should be encouraged
- Differing ideas should be openly discussed. The differences must be understood.
- Advantages and disadvantages of each idea should be pointed out
- Each person must leave meeting with something specific to do before the next meeting (**Action item**)



Then the procedure will be followed so completely each agenda item before moving to the next is there. Start discussion with a presentation of currently known facts, comment and criticism should be actually solicited from all team members. And make sure that is the, they are presenting the ideas that should be encouraged. So, whether we approve or we do not approve right but at least we should appreciate and they are coming with creating certain and their ideas are there.

And differing idea should be openly discussed the differences must be understood. Advantages and disadvantages of each idea should be pointed out is there so therefore a proper discussion can be done. It is not like this that who is saying this idea it is what is the idea is there. And let us make the pros and cons of the advantages and disadvantages of understand that particular idea and that idea finally will be accepted or not accepted on the basis of this evaluation.

So, each person must leave meeting with something specific to do before the next meeting. So, action item is there so therefore they understand that is the, because in the meeting whenever you are deciding the next action item or the plan then it will be discussed. And then if there will be any problem, which will which are likely to arise and those problems will be taken care of by in the previous meeting right.

And that is why whenever the meetings minutes of meetings are circulated and they are confirmed first. So, if anybody is having any observation any problem and any comment so then that time that can be mentioned.

(Refer Slide Time: 27:24)

### Leader Role of Conflict Resolution in Teamwork

**"Coming together is a beginning, keeping together is progress, working together is success."**

- Conflict in Teamwork is indicative of introduction of variety of ideas.
- Conflict management is essential to the success of team and maintaining the spirit of teamwork
- Different approaches leader can use for Conflict Management:
  - Negotiating
  - Compromising
  - Forcing
  - Avoiding
  - Organized Confronting



Now for the conflict resolution the coming together is a beginning, keeping together is a progress, working together is success. So therefore, in that case is indicative of introduction of variety of ideas. Conflict management is essential to the success of team and maintaining the spirit of teamwork. Different approaches leader can use for conflict management negotiating, compromising, forcing, avoiding or the organized confronting will be there.

(Refer Slide Time: 27:52)

### Essential Leader's Skills for Teamwork

- |   |  |
|---|--|
| <ul style="list-style-type: none"><li>• Listening &amp; Questioning</li><li>• Feedback</li><li>• Persuading</li></ul> | <ul style="list-style-type: none"><li>• Respecting</li><li>• Caring</li><li>• Supporting</li></ul> |
|---|--|
- 
- The infographic illustrates six essential leadership skills for teamwork, each accompanied by a simple icon:
- Communication:** Represented by two speech bubbles.
  - Respect:** Represented by a megaphone icon.
  - Feedback:** Represented by a person pointing at another person.
  - Caring:** Represented by three people icons.
  - Persuading:** Represented by a person pointing at a target icon.
  - Supporting:** Represented by a hand holding a ribbon icon.

So, on the essentials communications, feedback, persuasiveness, the respect and the caring is there and the supporting is there.

(Refer Slide Time: 28:03)

### Essential Leader's Skills for Teamwork (Cont.)

- Problem-Solving
- Accountability



PROBLEM SOLVING

- Delegating
- Decision-Making

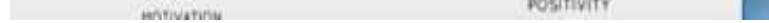


DELEGATION

- Motivating
- Positivity



MOTIVATION



ACCOUNTABILITY

- Decision-Making
- Positivity



DECISION MAKING



POSITIVITY

Then he should be able to solve the problem solving, delegating, motivating accountability, decision making and the positivity is there.

(Refer Slide Time: 28:14)

### Research Paper



Team Performance Management  
Vol. 21 No. 3/4, 2015  
pp. 199-216  
© Emerald Group Publishing Limited  
ISSN: 1366-7829  
DOI: 10.1108/TPM-07-2014-0002

Received 10 July 2014  
Revised 30 January 2015  
3 April 2015  
Accepted 7 April 2015

### Examining teamwork and leadership in the fields of public administration, leadership, and management

Roger J. Chin

Division of Politics and Economics, Claremont Graduate University,  
The Claremont Colleges, Claremont, California, USA

#### Purpose

The purpose of this paper is to provide a systematic review of papers in ten top scholarly journals to determine their overall examination of leadership in teams and to identify which models of teamwork and leadership have been most explored by researchers.



So, if; we go by these particular aspects in the case of the, this conflict management and then creating the commitment amongst the team members and direction is there. Benefits are given meetings are timely conducted I am sure that is our teamwork effectiveness that is will be enhancing and these leaders' effectiveness that will also increase. As is a, this is the research

paper that is examining the teamwork and leadership in the fields of public administration, leadership and management is there right.

So in this paper he is the author is studying about that is the how leadership in the fields of public administration. And that can be seen and studied and the then in public administration how the leadership and management that has been done for creation of the team is there right.

**(Refer Slide Time: 29:20)**

### **Research Paper**

#### **Design/methodology/approach**

This paper reaches its findings through content analysis of 80 journal papers published in top academic journals from 1999 through 2012. Coding based on categories of teams, leadership and leadership styles conformed to forced choice and latent coding; two independent reviewers managed the subjectivity of the coding.

#### **Findings**

Sixty per cent of the papers studied explored a group of workers whose teamwork was expected to be permanent, which receives a strong direction from a designated leader; almost that many (58.75 per cent) explored a group working with formal leadership by the worker's supervisor;



So therefore, this will be the team effectiveness the paper studied explored group of workers it was expected to be permanent right. And designated leader almost that many explored a group working with formal leadership by the workers supervisor is there.

**(Refer Slide Time: 29:33)**

## **Research Paper**

### **Findings (Cont.)**

almost 50 per cent of papers explored leadership that combined two or more leadership styles simultaneously. This heavy concentration of the literature in a few areas suggests that research on other types of teamwork and leadership is minimal.

### **Originality/value**

This paper contributes to the field by creating taxonomy to categorize the types of leaders and teams and presenting an explanation on the distinction between traditional and horizontal style of leadership. In identifying major trends in the existent literature, this examination provides valuable information for researchers.



So, these are the findings of the on these paper.

**(Refer Slide Time: 29:40)**

## **Research Paper**

### **Research Limitations/implications**

This particular research utilized the latent coding method of content analysis and forced choice in the selections. Even though content analysis has many strengths, the latent coding method of content analysis and forced choice selections require the researcher to examine the overall content to determine whether certain variables were present or absent. After the examination of the overall content, a subjective interpretation of the data is needed from the researcher.

Other researchers that look at the same data may interpret the data differently.



Basically, what is the implication of this paper? That the latent coding method of content analysis and the forced choice in the selections. Even though content analysis has many strengths, the latent coding method of content analysis and forced choice selection requires the research to examine the overall content right. So, this is the, but ultimately we find that is that look at the same data may be in interpret by the different is there that was the research implication.

**(Refer Slide Time: 29:59)**

## Research Paper

### Practical implications

This research provides researchers, academics and practitioners with a comprehensive analysis on teamwork and leadership. The extensive investigation presents a pivotal starting point for further developments in this emerging area. The content analysis found a proliferation of diverse organizations utilizing teamwork, and this subject should be researched more vigorously.

As organizations continue to embrace, pursue and promote teamwork, understanding the current state of the field will assist in having better understanding on how to develop effective teams.



The practical implication, that with a comprehensive analysis or teamwork and leadership the extensive investigation presents a pivotal starting point for further development in this emerging area. The content analysis found a proliferation of diverse organizations utilizing teamwork and this subject should be researched more vigorously. Embrace, pursue and promote teamwork understanding the current state of the field will assist

So therefore, we have to understand and then we have to make this a part furthers the enhancement of our teamwork by taking the people together and not forcefully.

**(Refer Slide Time: 30:33)**

### Case Study : Teamwork

- Students in Mrs. R's class are required to do a half hour team presentation on a topic of their choice. Mrs. R randomly assigns students to teams.
- Students have approximately four weeks to research and prepare, including two hours of class time. Marks are given based on an instructor evaluation of the presentation combined with a peer evaluation by their team members.  
**Jane, Robert, Danny, Sharon and Liz were assigned to Team 3.**
- During their first team meeting they introduced themselves and began to decide on a topic. After 45 minutes, they were still trying to settle on a topic.
- They finally settled on Money Management, however the instructor informed them that another team had already chosen that topic but Conflict Management was still available.



Source: <https://oncourseworkshop.com/intro-dependence/case-study-team-work/>

Now this is the case study and then for which to research and prepare including 2 hours of class time. And then in that case paper evaluation by the team members and that is the Jane, Robert, Danny, Sharon and Liz was assigned to team three. Their first meeting, they introduced themselves and began to decide on a topic after 45 minutes they were still trying to settle on a topic. They finally settled on money management however the instructor informed them that another team had already chosen that topic but conflict management was still available.

**(Refer Slide Time: 31:16)**

### Case Study (Cont.)

- During the last 15 minutes, Robert tried to convince the group that they should present a role-play of conflict. Sharon wanted to do research and give a more detailed, informational presentation. Jane was excited by the role-play idea and suggested they make a video presentation of their own play-acting.
- Danny fell asleep some time before the topic was chosen and Liz sat quietly listening to her teammates. At the end of the class no work division had occurred but the team agreed to meet in a study area at 4:15 on next Monday.
- After waiting for Danny until 4:30, the team decided to start without him. Jane announced she had to leave in twenty minutes because she had to pick up her child at the day care by 5:00.



Source: <https://resourceworks.org/independent-case-study-team-work/>

And then the Robert tries to convince the group that they should present a role play of conflict. Sharon wanted to do research and give a more detailed and informational presentation. So, Jane was excited by the role playing idea and suggested they make a video presentation of their own play acting is there. So, Danny fell asleep some time before the topic was chosen and Liz sat quietly listening to her teammates.

At the end of the class no work division had occurred but the team agreed to meet in a study area at 4:15 on the next Monday. So here in this you will find that is there it will be and some will be the active participants some will be these silent participants is there.

**(Refer Slide Time: 32:00)**

## Case Study (Cont.)

### Questions

- Q1) In your team, each member is to choose one of the characters in the case study. Complete the evaluation for your character and for the other members of the team.
- Q2) In your character groups, discuss the strengths and weaknesses displayed by your character. Make a list of at least three suggestions that could have improved that character's input to the team project.
- Q3) Discuss your own personal strengths and weaknesses as you perceive them regarding your contribution to the team project. Write a list of guidelines for the team to follow.



So, they how they go for this particular presentation and then how they are the process of their team making has been preceded that you we will see in this case study. So, in **so** on basis of this case study the questions is in your team each member is to choose one of the characters in the case study right and for the other members of the team. And then discuss the strengths and weaknesses displayed by the character make a list of the all the least three suggestions that could have been improved right.

And discuss own personal strengths and weaknesses this type of the exercise can be done and can be used at a workplace. And then we can talk about how these team building and that can be improved on the basis of this type of the situations and different types of the team members are there and ultimately how the goal is to be achieved.

**(Refer Slide Time: 32:52)**

## Book Recommendation

### Teamwork: What Must Go Right/What Can Go Wrong

**Authors:** Carl E. Larson  
Frank M. J. LaFasto  
**Publisher:** Sage Publications Inc;  
(August, 1989)  
**Language:** English  
**Paperback:** 158 Pages  
**ISBN-10:** 0803932901  
**ISBN-13:** 978-0803932906



Image Source: [https://www.amazon.in/Teamwork-Right-Wrong-Interpersonal-Communication/dp/0803932901/ref=tmm\\_pap\\_0?\\_encoding=UTF8&qid=1628790148&sr=1-1](https://www.amazon.in/Teamwork-Right-Wrong-Interpersonal-Communication/dp/0803932901/ref=tmm_pap_0?_encoding=UTF8&qid=1628790148&sr=1-1)

Finally this is the book recommendation what must go right on what can go wrong right and therefore in that case how to form that particular team.

**(Refer Slide Time: 33:03)**

## Book Recommendation

In this book, Authors explored 8 properties of successful teams:

1. a clear, elevating goal;
2. a results-driven structure;
3. competent team members;
4. unified commitment;
5. collaborative climate;
6. standards of excellence;
7. external support and recognition;
8. principled leadership.

A final chapter examines the priority of the steps that lead to the building of a high performance team.



Image Source: [https://www.amazon.in/Teamwork-Right-Wrong-Interpersonal-Communication/dp/0803932901/ref=tmm\\_pap\\_0?\\_encoding=UTF8&qid=1628790148&sr=1-1](https://www.amazon.in/Teamwork-Right-Wrong-Interpersonal-Communication/dp/0803932901/ref=tmm_pap_0?_encoding=UTF8&qid=1628790148&sr=1-1)

8 properties of successful team a clear elevating goal, a result driven structure, competent team members, unified commitment, collaborative climate, standards of excellence, external support and recognition, principled leadership. A final chapter examines the priority of the steps that lead to the building of a high performance team is there. So therefore while you will be reading this particular book you will be able to come out that is the how to create the high performance team.

**(Refer Slide Time: 33:35)**

## References

1. Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (2015). Leadership: Enhancing the Lessons of Experience (8th Edition). McGraw Hill.
2. Lussier, R. N., & Achua, C. F. (2016). Leadership: Theory, Application, & Skill Development (6th ed.). Cengage Learning.
3. Northouse, P. G. (2019). Leadership Theory and Practice Eighth Edition (8th ed.). Sage Publications, Inc.
4. Robbins, S. P., Judge, T. A., & Vohra, N. (2016). Organizational Behavior (16th Edition). Pearson Education Inc.

These are the references for your further studies and you can also make these the content is taken from this particular references only right thank you.

**Leadership and Team Effectiveness**  
**Prof. Santosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology Roorkee**

**Module No # 08**  
**Lecture No # 40**  
**The Leader's Role in Team-Based Organization**

In this session, we will talk about the leader's role in team-based organizations. Here we will have discussed the use of team-based organizations, types of teams in team-based organizations, roles among the teams, and team leadership.

**(Refer Slide Time: 00:40)**

## **CONTENTS**

- Use of Teams in Organizations
- Team-Based Organizations
- Type of Teams in Team-Based Organizations
- Roles among the teams
- Team Leadership
- Team Leadership vs Sole Leadership
- Robert Quinn's 8 Leadership Roles
- Leader's Role in Team Based Organization
- Research paper
- Case study
- Book recommendation
- References

Image Source: <https://fi.pinterest.com/pin/61994932345288867/>

Team leadership versus the sole leadership, Robert Quinn's 8 leadership roles, leader's role in team-based organizations, and as usual the research paper, case study, and book recommendations.

**(Refer Slide Time: 00:53)**

**"Being a leader is not about you. It's about the people that are on your team and how you can help them be successful"**

**-Susan Vobejda**

So being a leader is not about you it is about the people that are on your team and how you can help them be successful there a wonderful comment is there by Susan. And therefore, it is not that is you have got the leadership position about the team but it is highly concerned, that is the who are the people in your team and how can you make them the successful is there and that is the intro sense is the leadership is there.

**(Refer Slide Time: 01:26)**

### **The Use of Teams in Organizations**

- It is a way of life in post modern organizations.
- It offers the best opportunity for better organizational performance in the form of increased productivity and profits.
- It leads to cooperation and synergy.
- For many Organizations, the use of teams has led to desirable performance improvements, such as:
  - Improved Quality
  - Improved Efficiency
  - Improved Employee Satisfaction
  - Improved Customer Satisfaction



So, it is a way of life in post modern organizations. It offers the best opportunities for the better organizational performance in the form of increased productivity and profits are there. So, it is the always whenever we are talking about the modern organizations are there. And then therefore in here the modern organizations they are more team-oriented organizations are there. And as result as soon as we say the team management then, it leads to the cooperation and synergy.

For many organizations, the use of teams has led to the desirable performance improvements, such as improve the quality, so and they improve the efficiency, improve the employee satisfaction, and the customer satisfaction is there. So, this is the importance about the formation of the team is there.

**(Refer Slide Time: 02:22)**

### The Use of Teams in Organizations (Cont.)

- For some Organizations, however, the use of teams has resulted in some negative outcomes, such as:
  - Increased Costs
  - Stress
  - Lower Group Cohesion



Image Source: <https://www.gograph.com/clipart/human-group-people-organization-puzzle-pieces-solution-gg57622521.html>

For some organizations however, the use of teams has resulted in some negative outcomes, such as the increased cost, stress, and lower group cohesion. So, this is also very interesting and first time we are talking about this particular content in this course, where the team can team will be the have the negative outcome yes, so therefore the use of team can be negative, in the case if it is increasing the cost.

Or the people are not working in the team and every day there is a conflict there are the complaints and inquiries and all so that will be the stress, and the lower group cohesion is there. So, people are not having the any cohesion amongst themselves.

**(Refer Slide Time: 03:13)**

## Team-Based Organizations

- Team Based Organizations emphasize the values and importance of all employees regardless of their specific roles or the simplicity or complexity of the tasks that they perform
- Usually when traditional organizations become Team based Organizations they experience a culture shift :
  - From hierarchical to flat
  - From fragmentation to cohesion
  - From independence to interdependence
  - From competition to cooperation
  - From tried-and-true to risk taking



So, team-based organizations emphasize the value and importance of all employees regardless of their specific roles or the simplicity or complexity of the tasks that they perform. Now in many organizations certain tasks are the team-based tasks certain tasks are the on only employees' individual task which he has to perform means most of the task. So in every organization there will be the tasks that will be having those individuals to be done and in the team is to be done.

But certain organizations are the more team-based oriented organizations and therefore, in that case when traditional organizations become the team-based organizations so that is a culture shift. So, in modern organizations there is a need for this culture shift is there, from hierarchical to flat is there, and from the fragmentations to cohesion is there, so it is not in isolation.

The modern teams are not working more employees are independently working rather than in the modern organizations more of the tasks are to be working together. This is from the independence to interdependence is there, from competition to cooperation, and from tried and the true tourist checking is there.

**(Refer Slide Time: 04:35)**

## Advantages vs Disadvantages of Team-Based Organizations

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• Synergy</li> <li>• Avoidance of major errors</li> <li>• Faster, Better Decisions</li> <li>• Continuous improvement</li> <li>• Innovation</li> <li>• Self-motivation</li> <li>• Empowerment</li> <li>• Greater Job Satisfaction</li> <li>• Needs fulfillment</li> </ul>	<ul style="list-style-type: none"> <li>• Pressure to conform to Group standard of performance and conduct</li> <li>• Resistance to the team effort from impinging on autonomy</li> <li>• Social Loafing</li> <li>• Groupthink</li> <li>• Intergroup conflicts</li> <li>• High Pressure &amp; Stress</li> </ul>

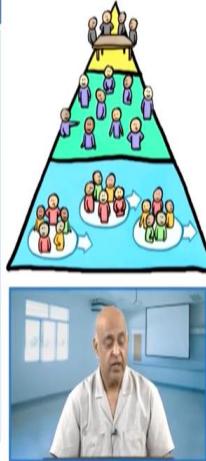


Image Source: <https://blog.crisp.se/2017/01/03/jimmyjanzen/transforming-the-pyramid-to-an-agile-org>

Now the natures of these organizations are having the certain advantages and disadvantages are there. So therefore, when we are talking about the advantages is there, a synergy is there, cohesiveness will be there, and cohesion will be there, amongst these members. Avoidance of the major errors are there, because the all are taking the collective decision collective wisdom is used.

And therefore, on the errors will be noticed by somebody if one misses the any particular point then other will be notifying and therefore the errors will be less. Faster better decisions will be there, continuous improvement functioning will be there, innovation because new and new ideas will be there. All of the stakeholders in decision making process self-motivated highly motivated is there, they are empowered and given the delegation also.

Greater job satisfaction is there, amongst these team members and the needs of fulfilment is there, so whatever their physiological safety social needs are there, or the self-esteem especially in and self-actualization needs. So, all these types of the needs are they are getting the fulfilment is there. Disadvantages are there that is a pressure to conform to group standard of performance in the conduct is there.

And then therefore, in that case it has been found that is the whenever we are going for this type of these team-based organizations. So, the people those who are working they the standard of performance and conduct that has to be confirmed. The resistance to the team effort from in pinging on the autonomy is there. And therefore, in that case the person who wants to do the work by himself.

So, his autonomy is now shared and therefore in that case that will may not be liked by the person and that may be the disadvantage. Social loafing is there and therefore in that case the many people are working with one employee the other employees are also present. So therefore, there may be the chances of the social offering is there, group think is there, so therefore in that case in spite of the team the group think is there.

Intergroup conflicts are there and as a result of which they will not be able to perform and the high pressure and stress is the very common disadvantage, which has been observed into the team-based organizations are there.

(Refer Slide Time: 07:08)

## Types of teams in Team-based Organizations

(Cohen & Bailey, 1997) suggested 4 major types of organizational teams

### Work Teams

- Continuing work units responsible for producing goods or providing services

### Parallel Teams

- Pull together from different work units or jobs to perform functions that the regular organization is not equipped to perform well

### Project Team

- Produce one-time outputs and are time-limited

### Management Teams

- Coordinate and provide direction to sub-units under their jurisdiction, laterally integrating interdependent sub-units across key business processes



So now according to the Cohen and Bailey, 1997 suggested 4 major types of organizational teams are there. Continuing work and units responsible for producing goods are providing services. Parallel teams are there, pulled together from different work units or jobs to perform functions that the regular organization is not equipped to perform well. Now, the project team is there producing one-time outputs and the one time limited is there.

Management teams are there, coordinate and provide a direction to sub-units under their jurisdiction, and laterally integrating independent sub-units across the key business processes are there. Now here you see that is the when the work teams are very common phenomena, so in continuing works is there. So therefore, in that case these types of the teams have been found in most of the organizations.

As far as the parallel teams are concerned from different work unit's jobs to perform functions that the regular organization is not equipped to perform well. So therefore, the

traditional organizations may not be having these types of the more teams of the parallel teams are there. And project teams are there so therefore in that case and they are working for a particular focus or target for a period of time and therefore that will be the projective missile.

Management teams are there coordinate and provide directions to sub-units and you know across the key business processes are there.

**(Refer Slide Time: 08:29)**

### Roles among the teams

Team Role	Duties
Team Leader	Uses team to achieve goals Understand whole project Oversees process Guide without dominating Supports team and team members Help team achieve productive working relationships
Team advisor	Champions the team within the organisation Communicates with stakeholders
Facilitator	Schedules and conducts team meetings & activities Serves as a resource person Encourages full participation



Image Source: <https://www.dreamstime.com/stock-illustration-roles-word-pulled-team-members-jobs-duties-tasks-people-workers-players-working-together-accomplish-goal-image55052685>

So here we find it is the whenever we are talking about the team role the team leaders. So the duties are the uses team to achieve goals, understand the whole project, oversees process, guide without dominating team leaders, and supports team and the team members are there. So helping the team achieve productivity working relationship will be there, this will be the duties of the team leader will has to be there.

So ultimately what happens that is the here the major point is this that is the cross cultural is very important, because when the team leader nowadays is working, they are working into oversees processes. And whenever we are talking about oversees processes are there then we have to work on the different culture, different practices, will be there. And therefore, in that case it becomes important it is we are aware or we are able to understand and learn the culture of others.

So in any time when they are working cross cultural teams so, then it will take certain time. So it will be duty of the team leader ah to get monitored and get mix the cross cultural team members. Guide without a dominating is there so therefore, in that case it is the he has to play

a role of a guide, he has to how the job is to be done, and the he has to also help team achieve productive working relationship is there.

So, at workplace and there should be a productive working relationship is to be there. Team advisors are there those who; are having a champion a team within the organization, and communicates with the stakeholders. And the facilitator is there the schedules and conducts the team meetings and the activity, serves the resource person is there, and therefore encourages the full participation is there.

So here it is not the role of dominance rather than it is a role of a guide, a role of a supporter, and role of the facilitator is there. So therefore, in that case it becomes very important that is the leaders they are playing the different role very efficiently.

**(Refer Slide Time: 10:56)**

### Roles among the teams (Cont.)

Team Role	Duties
Process Observers Or team members	Support the leaders and facilitator in promoting team culture Focus energy on the task Listen to everyone's ideas
Scribe or recorder	Keep written records of team meetings



Image Source: <http://www.managementcentre.co.uk/learning-development/high-performing-teams-belbins-team-roles/>



Image Source: <http://clipart-library.com/clip-art/teamwork-transparent-background-19.htm>



Now roles among the teams are there. Team roles are their processes observers or team members are there and duties of the team members are will be the leaders and facilitator is promoting team culture, focus energy on the task, and listen to everyone's ideas are there. Scribe or recorder, keep written records of the team meetings are there and then that will be using for the image source's purpose.

**(Refer Slide Time: 11:20)**

## Team Leader

- A team leader is someone who oversees the functionalities of a team
- If not the manager himself, the team leader monitors the quantitative and qualitative achievements of the team and reports results to a manager.
- A team leader's belief is that the whole is greater than sum of its parts
- Team leaders place considerable emphasis on team building and then evaluates their own performance on the basis of how well they have developed the team.

Image Source: <https://www.europeanbusinessreview.com/effective-leadership-9-ways-to-support-your-team/>



A team leader is someone who oversees the functionalities of a team and if not the manager himself, the team leader monitors the quantitative and qualitative achievements of the team and reports the results to a manager. A team leaders' belief is that that the whole is greater than sum of its parts. So, team leaders place the considerable emphasis on the team building and then evaluates their own performance on the basis of how well they have developed the team is there, so that is becoming the team leaders role is there.

(Refer Slide Time: 11:50)

## Team Leader (Cont.)

Effective Team leaders:

- Must recognize that not everyone know how to be a team player
- Must display self-sacrificing behaviour and confidence
- Employ multiple influencing tactics to control and direct team member action toward the achievement of organizational goals
- Encourage norms that positively affects the team's goals and alter those that are negative
- Observe with a keen eye what's going on in the team
- Make contributions when necessary
- Encourage a climate of dialogue
- Turn obstacles into opportunities
- Must be adaptive, knowing when to play different roles



Now effective team leaders, must recognize that not everyone know how to be a team player a very important point is there. Now you see many times organizations are giving you the team player, you are not choosing your own team player. And then working with the different personalities, it becomes the very important for the team leader that is who is who.

But of the personality the person is having who is working with them and therefore in that case it is very important that is you know the personality of your team member. And also have an understanding that everybody is not a team player, and then team leader has to get work done into a team. So, his team leader must display self-sacrificing behaviour and confidence is there, because he has to prove himself as a leader.

And the team members will then see that is their leader is doing the very sincerely, hardworking, and competent enough, and punctual enough. Then definitely in that case they will have that confidence that is yes, we have to if you are working in this team, we have to display all these self-sacrificing behaviours. So, employ multiply the influencing tactics to control and direct team members action towards the achievement of organizational goals.

So therefore, multiple influencing tactics will be there, so for example the beware conduct, you know for example the servant leadership style is there, for example this CSR is there, any social responsibility you are doing. So therefore, in that case that is the multiple influent tactics will be used. Encourage norms that positively affect the team's goals and other those data are negative as there. So, but you cannot keep happy everybody so, there will be certain team members those who will be negative and therefore, it is important.

That is we have to encourage the positive norms so therefore that is affecting the teams goals and their members. Observe with a keen eye what is going on in the team so whatever is going on the team and then that is the immediately the leader should be able to find out, that is either it is go everything is going well or not. Make contributions when necessary and if it is required to make the contribution or direction so then in that case the leader that he has to intervene and provide whatever the support is required.

Encourage a climate of the dialogue and therefore in that case always open for communication. Turn obstacles into opportunities so naturally whenever there is a problem challenge is there. Then definitely it creates the opportunity to think how to overcome this problem and how to provide the new solution. Must be adaptive, knowing when to play different roles are there and therefore the whatever the different roles of the team leader is there, he should be able to play at the appropriate time and we must be very adoptive.

**(Refer Slide Time: 14:52)**

## Solo Leader Vs Team Leader



Now we will talk about the two times of the leader solo leader versus the team leader is there. So therefore, in that case in the solo leader plays the unlimited roles while, the team leaders choose to limit roles are there so here it will be very different. Whenever you are playing this particular role then that what the leader decides he can do in the solo leadership, but in the team leadership no there are the limiting the roles are there.

Strives for the conformity is there, builds on the diversity differently opinions, so therefore in that case also it will be confirmative assess diversity is there. Collected the acolytes of blind followers so and while in this case it is the builds and the diversity is there and therefore in that case it will be totally different approach will be there. Then the direct the subordinates so here he develops the colleagues and the projects the objectives here he creates the vision and mission statements are there.

So therefore, in that case the role and responsibility of the solo leader reserve is the team leader is totally different and then they have to perform accordingly.

**(Refer Slide Time: 16:08)**

## Robert Quinn's Roles of Leaders



Image Source: <https://coles.kennesaw.edu/executive-education/docs/Managers-and-Directors-Brochure-fall2019-052819.pdf>

Clan Culture in Quinn's model usually denotes team based organizations. Thus, Quinn's model suggests Mentor and Facilitator role for Leader in team based organizations.



Robert Quinn's roles of the leaders are there, so therefore in that case here we will find and there are the four parameters are there. So, clan culture in Quinn's model usually denotes team based organizations thus Quinn's model suggests mentor and facilitator role of leader in team based organization is there. So always there is a role of a leader is having to be is a mentor and facilitator.

Now here you will see that is the control hierarchy is there that is a do thing right, and while in case of this compete there do things fast, in the create do things first, and collaborate do things together is there. Now we will see in the case of these the external verses in focused block is there, and then short-term performance will be there. So, compete market do things fast and here what is required is that is and we have to compete.

While in case of this the flexible and external is there then we are creating the adhocracy is there that is a do thing first and that is the breakthrough is there. Whenever we are talking about the internal and flexible is there right then long-term development is there collaborate and we do things together is there. And as I mentioned about that is whenever it is the focused one is there and the internal is there so then in that case-control hierarchy that will be working on this.

So, therefore, do things together, do things first, do things fast, and do things right. So those um this particular you know function of the leader right about the purpose, practice, and people are concerned. the So leader is work as a coordinator is there and therefore that is the design the workflow leader lead and manages the projects drive effectiveness is there. Now

manage the information, monitor performance, measure quality, leaders as a monitor, so he is having the managing the information and monitoring the performance is there.

Whenever the leader is a facilitator is there so he is a collaborator is there, build and lead teams, manage the conflict, and faster collaboration is there. And therefore, it is because he is playing the role of a facilitator, here you will find that the output and efficiency is also much better. Leader as mentor is there, understanding the self-develop the coach and communicate the effectively and therefore this will be for the long-term development and this will be very useful will be there.

And so whenever we are having the leader as innovator so he leads positive change, think creatively and cultivate the innovation is there. And therefore, here he will be having on this type of the always as an innovator he will work and the nature relationships, negotiate agreements, present inspiring ideas are there. So therefore, a leader as a broker is working here, and so what he does that is he is working as a relationship, he is also working on the agreements negotiates the agreements is there.

And then also having the present inspiring their ideas are there and therefore in that case he is creating the advocacy is there. Leader as a producer that is a drive productivity, and build a positive culture, manage time and stress is there and short-term performance is there. So therefore, leader as a director is concerned communicate the vision, set strategic goals, and delegate the effectively and therefore this is a short-term performance will be there and he is completing the particular task.

So ultimately what we can say is that is Robert Quinn's rules of leaders they are having the different roles of the leaders are the coordinator, monitor, facilitator, mentor, innovator, broker, producer, and director, is there. And this is creating the complete, control, collaborate, and create the adhocracy, is there so these are the different roles and which I will be played within the organization in the by the leader.

**(Refer Slide Time: 20:36)**

## Leader's Role in the Team-Based Organization

- Team-based organizations need leaders who are knowledgeable in the team process and can help with the interpersonal demands of teams.
- **Key role of a team-based leader:**
  - Building trust and inspiring teamwork
  - Coaching team members and group members towards higher levels of performance
  - Facilitating and supporting the team's decisions
  - Expanding the team's capabilities
  - Creating a team identity
  - Anticipating and influencing change
  - Inspiring the team toward higher performance levels
  - Enabling and empowering group members
  - Encouraging team members



So, the it is a trust and inspiring teamwork, coaching team member's group members towards higher level of performance, facilitating and supporting the teams' decisions, and expanding the teams capabilities, creating a team identity is there. Anticipating and influencing the change, inspiring the team towards high performance levels, and enabling and empowering the group members, and encouraging the team members is there so therefore this will be the leader's role will be there.

**(Refer Slide Time: 21:08)**

## Leader's Role in the Team-Based Organization (Cont.)

Also various researchers have classified these roles into some categories as:

- **The team leader as Chief motivator.** Through the leader's support, encouragement, and training, followers feel a sense of self-worth, appreciation, and value for their work, and they respond with high performance.(Bhatnagar & Tjosvold, 2012) As these relationships mature, the entire work group becomes more cohesive, and the payoffs only increase. (Liao et al , 2010)
- **The team leader as coach and mentor.** Team-based organizations need leader who are good at coaching and mentoring followers, especially new team members. Like any good coach, they are experienced and knowledgeable in the team process & are capable of developing trust and teamwork norms in team members. (Wellington & Poster, 2009)



Source: (Lussier & Achua, 2016)

Now we will talk about the certain more leader's role by the different various researchers they were classified into the different on the dimensions. And the first one is that the team leader as a chief motivator and through the leader's support, encouragement, and training, followers feel a sense of self-worth, appreciation, and value for their work.

So, because the leader is a much motivator so he is having the full support and encouragement. And giving the training to develop a sense of self-worth and appreciation and value for their work, and they respond with high performance is there. As this relationship mature, the entire work becomes more cohesive, and the payoffs only increase is there. So therefore, in this case as a role of the chief motivator the leader is able to motivate.

The team leader as coach and mentor is concerned. The team-based organizations need leader who are good at coaching and mentoring followers, especially new team members. Like any good coach, they are experienced and knowledgeable in their team processes and is capable of developing the trust and teamwork norms in the team members are there. And this is another important role of the leader as a chief motivator is there.

So similarly, the team leader is a coach and mentor is also there. So here you will find that is the they are very knowledgeable and therefore the team process is capable of developing trust because knowledge is developed among the team members. So, and because of the trust the teamwork norms in the team members are well adopted.

**(Refer Slide Time: 22:48)**

### **Leader's Role in the Team-Based Organization (Cont.)**

- **The team leader as a role model.** A team leader must model the behavior that he/she wants to see in team members. For instance, a leader's self-sacrificing behavior and display of self-confidence do influence team members. Self-sacrificing leaders are those who go above and beyond what's expected of them. They don't just issue orders; they get involved in making things happen. (Ruggieri & Abbate, 2013)
- **The team leader as team culture enforcer.** The team leader plays a leading role in fostering a team culture that supports the team's goals and operational strategies. A team culture specifies standards and values that govern team member behavior. The leader may insist on team incentives over individual incentives to promote team performance. (Rothenberg, 2011)



Source: (Lussier & Achua, 2016)

The team leader as a role model is concerned so a team leader must model the behaviour that he or she wants to see in the team members. For instance, a, leader's self-sacrificing; behaviour and display of the self-confidence to do influence team members. And therefore, in that case it is the self-confidence is there and do in the team members are making that particular influence.

Self sacrificing leaders are those who go above and beyond what is expected of them are there. So therefore, in that case it is becoming the always how these sacrificing leaders are those who are going the above and beyond what is expected of them. And they do not just issue orders; they get involved in making things happen. So, team leader team leaders as a role model so therefore, in that case is sacrificing as we have discussed in the previous slide and then the hard work and this is same is applicable in the family also.

So, whenever we see that is the head of the family that is doing the very hard work and making the full efforts children the family with the high enthusiasm and the physical labour and bearing the stress. So therefore, in that case the same will be observed by the team members in the workplace also, that is if the team leader is becoming the role model, then definitely in that case so they will be having the self-sacrificing.

And who go above and beyond what is expected of them you know and they will not be demanding, they do not just orders, they get involved in making things happen, because they know how the family is suffering, similarly the organization is suffering. The team leader is a team culture enforcer, the team leader plays a leading role in fostering a team culture, and that supports the team's goals and operational strategies are there.

And there here it becomes the very important as what is the team culture is there if the team culture is already there so everybody is pushing for to create that culture. A team's culture specifies standards and values that govern team members behaviour is there, and therefore in that case this particular team members they will be having those values and their team members behaviour.

The leader may insist on team incentives over individual incentives to promote team performance. And therefore, in that case the team leaders so they may insist on the team incentives. So therefore, in that case it is the not the individual incentives rather than it is the institute for the all. So all are working together so that will be shared, and to promote the team performance, and that sharing of the team rewards, team incentives are there.

Because the team has performed so that will be shared by the team members and that will promote the model of this team and as a result the output also

**(Refer Slide Time: 25:59)**

## Leader's Role in the Team-Based Organization (Cont.)

- **The team leader as cheerleader.** Leaders with strong social skills tend to have greater influencing abilities and relate well with team members. As the team's leading cheerleader, the leader inspires and motivates team members to achieve higher levels of performance. When a team leader can leverage his/her social skills to obtain resources for the team, he or she is said to possess social capital. (Derue et al, 2010)
- **The team leader as resource person.** The team leader's role is to be the resource person that recognizes team needs and attends to them in a timely fashion. The team leader's knowledge of the team's capabilities enables him or her to address areas of weaknesses so the team can function more effectively and efficiently.



Source: (Lussier & Achua, 2016)

The team leader as a cheerleader is there and therefore, leaders with the strong social skills tend to have the greater influencing abilities. Because they are with the as a team's leading cheerleaders, the leader inspires and motivates the team members and to achieve the higher level of performance are there. So, these cheerleaders will be always motivating talking positive and encouraging these team members so that is a high level of performance will be there.

And when a team leader can leverage his or her social skills to obtain the resources for the team, he or she is said to possess the social capital is there a beautiful point is there. So that is the whenever you are working as a cheerleader know for your team members and then as a so naturally the social skills that will be emerge. And that you will obtain the resource for the team and socialization process will start and then the process the social capital and as a result of which socialization process the social capital will be developed.

The team leader as a resource person, the team leader's role is to be the resource person that recognizes team needs and attends to them in the timely fashion. It is a really a very practical and important point that is your team members and they want, they want the certain this support from you, they want certain resources from you. And therefore, if the leader can provide those resources and every time normally what happens that is these team members, they come to the team leader for the certain gain of the resources.

So that they can work efficiently and they can get deliver the output timely. So therefore, in that case this capability enables him or her to address the areas of weaknesses so the team can function more effectively and efficiently is there. So, this is all about that is the on the roles

of the team members and there that by these different roles of the team members team leaders and team members I am sure that is your team effectiveness.

Once the leader will understand what role he is having, the team members will understand what roles they are having, and all are having the roles of the working together, and whenever this type of these objectives are understood and practiced. In spite of the different personalities in team members but team members have enough matured may not be the all, but maybe the some of them then definitely that team will work successfully.

**(Refer Slide Time: 28:32)**



### Purpose

The aim of the study is to explore the role of leadership in empowered teams. More specifically, we explore how team leadership, emanating from two sources – external team leaders and team coaches – influences team empowerment, and ultimately, team processes, and performance.

This study follows up on the work of Mathieu et al. (2006), who unexpectedly found that external team leaders did not significantly influence team empowerment, processes, or performance once other factors such as organizational and HR team support was taken into consideration.



Now on basis of this certain the literature I would like to share with you what is existing? That is a leading empowered teams an examination of the role of the external team leaders and team coaches, this is the given in this paper that is the how a leader can effectually empower his team is there. So, they have whether this empowerment is really good and how the external team and the team coaches they can play the role is there.

**(Refer Slide Time: 29:04)**

## **Research Paper**

### **Sample/methodology**

Using survey measures and temporally lagged the objective performance indices from a sample of 404 respondents from 70 teams was taken into consideration under this study. Study participants were customer service engineers (CSEs) who repaired and serviced large office document production systems at a multinational office equipment and technology firm. CSEs worked in empowered teams and were responsible for planning, organizing, assigning, and completing their work, as well as making meaningful financial and HR decisions

Team coaches consisted of organizational development and change professionals who were experts on team development. Each coach supported and provided leadership to 15–20 teams



Now documents are as a multinational office equipment technology firm. So, this is the customer service engineers worked in empowered teams and were responsible for planning, organizing, assigning, and completing their work, as well as the making the meaningful financial and HR decisions. Team question is consisted of the organizational development and change professionals who were experts on team development. Each course supported and provided leadership to 15 to 20 teams is there.

**(Refer Slide Time: 29:31)**

## **Research Paper**

### **Findings**

The results of the study indicate that coaches significantly influence team empowerment, and thereby team processes and performance whereas external team leaders do not.

Findings also indicate that HR and organizational supports relate positively to team empowerment and that the effect of coaches on empowerment is beyond the effects of HR and organizational supports, team interdependence, and external team leaders.



So, what is the study results findings of this this study. The results of the study indicate that the coaches significantly influence team empowerment, and thereby team processes and performance whereas the external team leaders do not. So, this is very important that coaches are playing the important role however, these the team processes and performance whereas

the external team does not leaders do not, external team leaders do not right internal they are providing.

Findings also indicate that HR in organizational supports relate positively to the team empowerment and that the effect of coaches on empowerment is beyond the effects of HR and organizational supports, so team interdependence and the external team leaders that will be affecting.

**(Refer Slide Time: 30:20)**

## **Research Paper**

### **Research Limitations**

- The causal ordering of variables are subject to debate and a longitudinal design would be preferable to establish the causal ordering of variables
- Second limitation concerns the nature of the study's variables. Team processes variable, for instance, included items for each of the three superordinate dimensions, yet authors modeled the variable as a composite measure
- Team members assessed all antecedent and mediating variables raises concerns of common method variance arising from single source bias.
- Data were collected from members of the same organization used in the Mathieu et al (2006) study
- Study doesn't depict the underlying mechanisms that explain differential effects of the two types of leaders.



These are the research limitations why we have to read these limitations, so that we can understand in which condition this is possible and this is not possible is there.

**(Refer Slide Time: 30:31)**

## **Research Paper**

### **Practical implications**

The findings suggest that when organizations face difficulties implementing empowerment, there are other options, such as team coaches, at their disposal to help empowerment take hold. Furthermore, results also suggest that in such instances, an outsider (such as a team coach) may be best able to move teams forward toward an empowered state. Indeed, the focal organization's introduction of team coaches appears to have helped propel the empowerment initiative forward.



And if we go for this particular concept what are the practical implications are there, and then to focal organization introduction of team coaches to have helped to propel the empowerment initiative forward.

(Refer Slide Time: 30:44)

### Case Study : Frederick W. Smith—FedEx

- FedEx has built what is the most seamless global air and ground network in its industry, connecting more than 90 percent of the world's economic activity.
- According to its founding CEO Fred Smith, teamwork and team leadership deserves much of the credit. FedEx has expanded far beyond what Mr. Smith started in 1971. With annual revenues of \$43 billion, FedEx has continued to strengthen its industry leadership in global transportation services.
- With growth have come difficulties of coordination, maintaining efficiency, meeting customer expectations, & managing employees.
- Smith realized that a rigid hierarchy of command-and-control leadership would only magnify these difficulties.



Image Source: <https://logos-world.net/fedex-logo/>



Case Source: (Lussier & Achua, 2016)

This is the case study as usual that is the Frederick W. Smith FedEx case study is there, and this is talking about that is the how hierarchy and command and team structure that is affecting on the team performance is there.

(Refer Slide Time: 31:00)

### Case Study (Cont.)

- To give his employees the flexibility and freedom they need, Smith decided to restructure FedEx by emphasizing the team approach to getting work done.
- CEO Smith directed his executive team to create and empower more teams by giving them the authority and the responsibility to make the changes needed to improve productivity and customer satisfaction throughout FedEx system.
- An example of the successful implementation of Mr. Smith's vision can be found in Springfield, Virginia. With strong support from their managers, employees formed the Quality Action Team to overhaul their package-sorting techniques.
- The improvements they introduced put couriers on the road 12 minutes earlier than before and halved the number of packages they delivered late.



Case Source: (Lussier & Achua, 2016)

So, improvements they introduced put couriers on the road 12 minutes earlier than before and halved the number of packages they delivered late.

(Refer Slide Time: 31:09)

## Case Study (Cont.)

- FedEx inspires its more than 300,000 team members to remain “absolutely, positively” focused on safety, the highest ethical and professional standards and the needs of their customers and communities.

### Questions

**Q1)** What type of teams does FedEx use? Provide evidence from the case to support your answer.

**Q2)** Describe the role FedEx managers play in facilitating team effectiveness.

**Q3)** What motivates the members of FedEx to remain highly engaged in their teams?

**Q4)** Leaders play a critical role in building effective teams.

Discuss how FedEx managers performed some of these roles in developing effective teams.



Case Source: [Lussier & Achua, 2016]

So, this is the case study on basis of this case study these are the questions. What type of the team does FedEx use? Provide evidence from the case to support your answer. Describe the role of FedEx managers play in facilitating team effectiveness. What motivates the members of the FedEx to remain highly engaged in their teams? Leaders play a critical role in building effective teams, and discuss how FedEx managers perform some of these roles in developing effective teams are there.

(Refer Slide Time: 31:35)

## Book Recommendation

### The 5 Roles of Leadership: Tools & best practices for personable and effective leader

**Authors:** Wladislaw Jachtchenko  
**Publisher:** Remote Verlag;  
(June, 2021)  
**Language:** English  
**Paperback:** 174 Pages  
**ISBN-10:** 1955655170  
**ISBN-13:** 978-1955655170



Image Source: <https://www.amazon.com/Roles-Leadership-practices-personable-effective/dp/1955655170/>

And this is the book recommendation, the 5 roles of leadership's tools and best practices for personable and effective leader are there.

(Refer Slide Time: 31:51)

## Book Recommendation

In this book, Author explored 5 roles of successful leaders:

**Role 1:** The charismatic and convincing communicator!

**Role 2:** The always efficient and effective manager!

**Role 3:** The motivating team leader who knows how to delegate!

**Role 4:** The empathetic psychologist interacting consistently with each employee!

**Role 5:** The skilled problem solver who manages conflict and implements change!



Image Source: <https://www.amazon.com/Roles-Leadership-practices-personable-effective/dp/1955655170/>

So, in this book we find that there are these explore the five roles of successful leaders. The charismatic and convincing communicator and the always efficient and effective manager the motivating team leader who knows how to delegate? The empathetic psychologist interacting consistently with each employee and the skilled problem solver who manages the conflict and the implements change is there.

So right from the role of the communicator, efficient and effective manager, delegation role of the delegation, I also have been the psychologist, and a problem solver that we manage the conflict and implementation the change is there. So, by reading this book also you will I am sure you will get the relevant in important input.

**(Refer Slide Time: 32:40)**

## References

1. Bhatnagar, D., & Tjosvold, D. (2012). Leader values for constructive controversy and team effectiveness in India. *International Journal of Human Resource Management*, 23(1). <https://doi.org/10.1080/09585192.2011.610961>
2. Derue, D. S., Hollenbeck, J., Ilgen, D., & Feltz, D. (2010). Efficacy dispersion in teams: Moving beyond agreement and aggregation. *Personnel Psychology*, 63(1). <https://doi.org/10.1111/j.1744-6570.2009.01161.x>
3. Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (2015). *Leadership: Enhancing the Lessons of Experience* (8th Edition). McGraw Hill.
4. Liao, H., Liu, D., & Loi, R. (2010). Looking at both sides of the social exchange coin: A social cognitive perspective on the joint effects of relationship quality and differentiation on creativity. *Academy of Management Journal*, 53(5). <https://doi.org/10.5465/amj.2010.54533207>
5. Lussier, R. N., & Achua, C. F. (2016). *Leadership: Theory, Application, & Skill Development* (6th ed.). Cengage Learning.



These are the references from where this literature has been taken and you can go further in details for reading this particular literature is there this is all about this session thank you.

**Leadership and Team Effectiveness**  
**Prof. Santosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology – Roorkee**

**Lecture – 41**  
**Leader Actions That Foster Team Effectiveness**

In this particular session, we will talk about the leader's actions that foster the team effectiveness and since some sessions, we are already understanding the role of leadership and the team effectiveness is there.

**(Refer Slide Time: 00:46)**

**CONTENTS**

- Hill Model of Team Leadership
  - Leadership Decisions
  - Leader Actions
  - Team Effectiveness
- Components of Team Effectiveness
- Indicators of Effective Teams
- Applications of Hill Model of Team Leadership
- Research paper
- Case study
- Book recommendation
- References


Image Source: <https://www.dreamstime.com/successful-team-work-concept-pyramid-business-people-leader-holding-light-bulb-top-leadership-teamworking-creative-image130075007>

In this particular context, we will talk about the hill model of the team leadership, leadership, decisions, leader actions, team effectiveness, components of team effectiveness, indicators of effective teams, application of field model of team leadership and as usual, the research paper case study and the book Recommendations are there.

**(Refer Slide Time: 00:55)**

**"If your actions inspire others to dream more, learn more, do more and become more, you are a leader."**

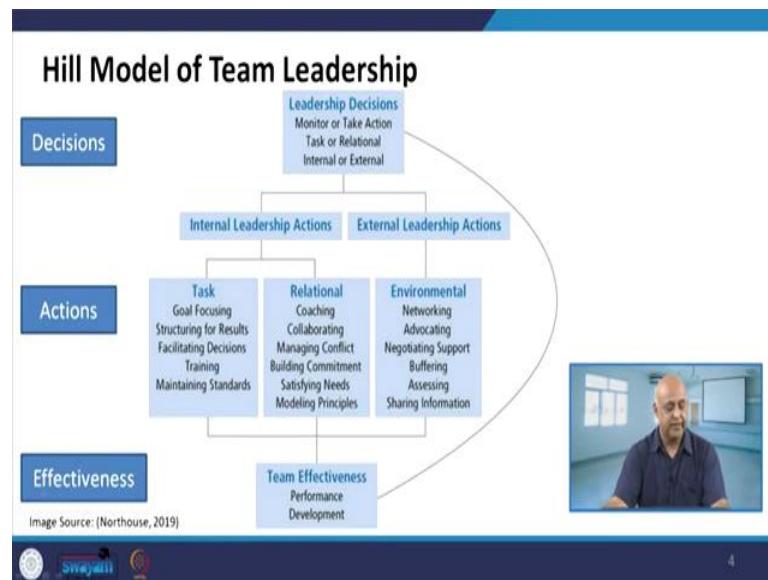
-John Quincy Adams



So, if your action inspires others to dream more, learn more, do more, and become more. You are a leader is there. So, therefore it is not like this it is you are at the one position and there is a title and a big title is there. Heavy title and then you are a leader it is not necessary wherever you are in the group and then in the people are getting inspired by you. And you make them to dream. So, they learn more.

So, therefore, according to John Adams that he talks about that is, "You are a Leader". So, John Quincy Adams has mentioned this particular thing. That is the please do not look for any particular position or title and one can be the leader by his actions actually.

**(Refer Slide Time: 01:40)**



Then hill model of team leadership talks about the decisions, actions and effectiveness. Whenever we are talking about the leadership decisions that is the monitor or take action task

or the relational, internal or external is there. So, therefore, in that case, always whenever we are talking about the leadership decisions then they are the monitor always because they have to take action.

You see that whenever you are talking about yesterday, today or tomorrow. You have to take a decision. If this is a situation that was yesterday, this is a situation for today or this is a situation for tomorrow. Then, in that case, you have to take that particular decision is to be there. Now, this can be related to the task or relational is there? So, if you remember, we have talked about the fiddler's model.

And in fiddler's model we have talked about that one there are 2 types of leaderships. Task oriented or relationship oriented is there. Then according to the situation, you have to decide which type of the leadership you want to take then the internal or the external is there. So, internal leadership actions that will be including about these tasks that is the goal focusing, structuring for results, facilitating decisions, training and maintaining the standards are there.

So, these are the normal tasks which a leader has to take the decisions are there. And in the case of the relational leadership, one what he has to do that is the coaching, collaborating, managing conflict, building commitment, satisfying needs and the modeling principles are there. Therefore, in that case, whenever this type of the relational shape is there, so, he has to play a different role.

Role of a coach, role of a collaborator and then manage the conflict as per the right strategy, so that the conflict has to be resolved. Building commitment is there and then satisfying the needs are there so, satisfy the needs and modeling principles that is the what type of the principles you want to develop and external leadership actions will be that is about the environment will be there.

So, what exchange will be there networking is required. So, here according to the Kuhn's book, here I would like to refer that is the whenever we are talking about the networking, so, successful managers, successful managers are having the highest that study in Kuhn's book has mentioned that is the successful managers are having the highest networking capabilities.

And the effective managers are having as comparatively the successful managers and that is low. And the average manager is having the least percentage of the networking is there. But what is required is your networking. If your networking is strong then definitely you can go for this type of environment to meet the environmental challenges. Advocating is there.

So, there you are supposed to make the logic, arguments discussions, and negotiating the support we have discussed this thing as negotiating support in the role of a leader as a negotiator in earlier session. So, if you are a good smart negotiator, so, you will be able to control the environment, you will not let it be spoiled. And the buffering is there in any situation that is the Jugaad or Indian style we can say the assessing that is assessment is to be there and sharing the information.

And effectiveness is concerned that will be the team effectiveness and it is related to the performance and the development is there. So, overall performance of the team that will be high and the development will also take place into the team efforts are there.

**(Refer Slide Time: 06:09)**

## Leadership decision

Decision 1 : Should I monitor the team or take actions?

❖ Leader Can :

- Diagnose, analyze, or forecast problems (Monitoring) or taking immediate action to solve a problem
- Which problem need interventions
- Make choices about which solutions are the most appropriate

❖ Effective Leader have the ability to determine

- What interventions are needed, if any to solve team performance



So, should I monitor the team or take action. So, the leader can diagnose, analyze or forecast the problem, monitoring or taking the immediate action to solve a problem is there. And here we will see that is this diagnosis and analysis. So that is about a decision-making model, in the case of the leadership decision-making model you have to first find out how many alternatives are like, for example, in the diagnosis.

In the diagnosis you are having the A, B, C and D. So, therefore, these four options are there. So, in the four options which option is the right one and here you will find that is the you have to analyze, find out or evaluate the options or alternatives and decision-making model I am talking. So therefore, in that case, before taking the decision, you have to do the analysis, so, somebody will some factors will score 7, 8, 6, 5, so or forecast the problem are taking immediate action to solve a problem.

So, if your immediate action has to be taken out of these four options which option would you like to select if it is the 7, 8, 6, 5. So then definitely for 8, so, option B. So, therefore, in that case to we have to find out the alternatives, diagnose the alternatives, analyze and then take the immediate action to solve a problem. Which problem need interventions?

Now, you see now this is the solution but this may be a theoretical solution. And then, in that case, you need the interventions are legal. What will be the interventions? It will be social, political, economical, legal and technology. So, whichever the intervention which will work, you go for that make choices about which solution are the most appropriate. Now, this is also possible that is the 8 is high in case of the ROI is concerned.

But, the practically it requires the investment of training technology. You may not like to go for it, so then what you will do, the social. Social is there with this 7, so which one you will obtain. What I want to tell you that is consider all the dimensions and make the permutation and combination. When you will make the permutation in combination then you will come with the right solution.

So, to come to the right solution it is necessary that is you are having this particular aspect of the social, political, economical and then the on basis of this scientific. This is scientific, this is an art and you mix the science and art. So, then you will get that is your management. Effective leader has the ability to determine what interventions are needed if we need to solve team performance which I have already talked about it.

**(Refer Slide Time: 09:24)**

## Leadership decision (Cont.)

Decision 1 : Should I monitor the team or take actions?

### ❖ McGrath's Critical Leadership Functions



Should I monitor the team or take actions? McGrath's Critical Leadership Function is here. It is talking about that is the diagnosing group deficiencies. So therefore, in that case, what my group can do and what I it cannot do? So, there will be the in-group members. There will be personalities like horses, they will personality likes the cat, personalities like the dog, elephant and like this. So, therefore diagnose the group deficiencies. So, what one can do?

What one cannot do? So that will be the internal will be there and when you are taking the executing the action so, taking the remedial action and the preventing the deleterious changes. So, therefore, in that case we have to be also careful in taking the decision. That is, we should not take any decision which will be destructive. So, many times in the social problems what we say that is?

We say it is ok separation is the solution it is the best solution but is it the solution or not? That depends on situation. Actually, we cannot generalize but in general, whenever we talk about. So that separation or the breaking the team is not the right answer. No not right situation, you have to again go for the creating the team then you have to invest the time money and then get the person that is not also not sure.

Otherwise, again, there will be the separation. So, therefore, you what we have to prevent, prevent the deleterious changes. So, therefore, in that case, do not replace your team members if it can be accommodated. So, therefore avoiding accommodating, computing, collaborating and compromising. So, therefore, in that case, it is the collaborating, compromising, accommodating that can be options first can be considered if possible.

And so that will but in the case of the third, when we are talking about the external and monitor, is there forecasting environmental changes. So, therefore, in that case there will be the changes on basis of these changes, so, we will take the decision on the preventing the deleterious changes are there. So, definitely with the product time and as I mentioned yesterday, today and tomorrow.

You take the example of technology or social, any aspect you take so, yesterday it was different, today it is different, tomorrow it will be different. So, does it mean that is we should break the society? Does it mean that we should break the whole technology? No that will serve their its own purpose. So, therefore, in that case, prevent the deleterious changes are there.

(Refer Slide Time: 12:06)

### Leadership decision (Cont.)

**Decision 2 : Should I Intervene to meet task or relational needs?**

- ❖ Does the team need help in accomplishing its tasks, or does it need help in maintaining relationships ?

Task Functions	Maintenance Functions
Getting job done	Developing positive climate
Making decisions	Solving interpersonal problems
Solving problems	Satisfying members' needs
Adapting to change	Developing cohesion
Making plans	
Achieving goals	



SWAYAM

Should I enter in the mid task or the relational needs are there. So, getting job done so therefore it is helping maintain the relationship getting job done, making decisions, solving problems, adapting to change, making plans, achieving goals. So, therefore, here it is the task functions are there. So, but in the case, there is certain needs are there maintenance functions we have to adopt.

Developing the positive climate, solving interpersonal problems, satisfying members needs and the developing cohesion is there.

(Refer Slide Time: 12:40)

## Leadership decision (Cont.)

### Decision 3 : Should I Intervene Internally or Externally

❖ Leader must:

- Determine what level of team process needs leadership attention :
  - Internal task or relational team dynamics, if :
    - Conflicts between group members
    - Team goals unclear
  - External environmental dynamics, if :
    - Organization not providing proper support to team



Image Source: <https://www.shutterstock.com/image-photo/concept-antonym-external-internal-wooden-1941138718>

8

In the decision 3, should I intervene internally or externally. Leader must determine what level of team process needs a leadership attention. So, internal task or the relational team dynamics. If conflicts between the group members are there then the team goals are unclear. So then, in that case it is not clear what to do? External environmental dynamics if organization not providing proper support to team.

So, in that case definitely, there you have to find out the interventions that is which intervention will work.

(Refer Slide Time: 13:14)

## Leadership Actions

### Internal Task Leadership Actions

❖ Set of skills or actions leader might perform to improve task performance:

- Goal focusing (clarifying, gaining agreement)
- Structuring for results (planning, visioning, organizing, clarifying roles, delegating)
- Facilitating decision making (informing, controlling, coordinating, mediating, synthesizing, issue focusing)
- Training team members in task skills (educating, developing)
- Maintaining standards of excellence (assessing team and individual performance, confronting inadequate performance)



9

Internal task leadership actions will be the set of skills or actions a leader might perform to improve the task performance goal focusing. Now, you see that is always this is most important point. Many times, I have seen that is the people are working together but they are

not goal focused first thing they are not aware of the; what is their goal is. And they create the problems themselves for the achieving achievement of the goal.

For example, and it is the particular task has to be accomplished. So, within time what is important is this? That is you take the people together, you avoid the conflict, and you are preventive, so, people are neither preventive. Not they are cooperating and as a result of which those who want to work, they are not able to work and if they are not able to work, results will be delayed.

And as a result of which they will be the no goal focus. And that is why this gaining agreement is very, very important. So, when here you see that is the in-management practices whenever you are deciding any goal, do not decide your own. There is about the goal and this is the goal and you have to follow. No, no involve the stakeholders, whenever you will involve these stakeholders, whatever the goal you decide that will be practical, achievable, realistic.

But in the case, when the people one person decides of his own without considering the problems of others suppose I have to construct a road. So, I have to involve all the stakeholders no. I have to involve the contractors, I have to involve the opinions of passengers, I have to involve the technical personnel, I have to involve the managerial personnel.

And then everybody will say that this will be the problem that if this is a problem, what will be the solution? So that that is the research is required. So, therefore, in that case that goal focusing is becoming the very, very important whenever a leader might perform to improve the task performance, he should be having the clarifying the goal. Second, is structuring for results, planning, visioning, organizing clarifying roles and delegating is there.

And these are the functions of a manager, planning organizing leading directing coordinating and controlling. So, therefore, these leadership actions will be there and that those skills, their functions which the manager is supposed to do that is the structuring for the results is very important plan properly. Now, the planning and controlling are the twin brothers. They go together. So, whatever you plan, how will you control it?

Otherwise, what will happen that is the when you want to clarify the roles. Roles will not be clarified. There will not be delegation. We have discussed the delegation and empowerment in length earlier. Facilitating decision making informing the controlling, coordinating, mediating, synthesizing, issue focusing is there. So therefore, whatever the decisions you are taking, so therefore that has to be coordinated and mediated.

Somebody has to take the responsibility. Somebody has to give the support and when they give the support and it is possible then you are synthesizing an issue focusing is there. But everybody will not be the competent enough. So, what you will do you will educate in developing them. So, training team members in the task skills they will be developed, maintaining the standards of excellence, assessing team and individual performance confirming in the inadequate performance.

So, managing team should be the standard of excellence. So, they should ensure that is the yes, whatever we are doing that is a no the best one.

(Refer Slide Time: 16:42)

### Leadership Actions (Cont.)

**Internal Relational Leadership Actions**

- ❖ Set of actions leader needs to implement to improve team relationships:
  - Coaching team members in interpersonal skills
  - Collaborating (including, involving)
  - Managing conflict and power issues (avoiding confrontation, questioning ideas)
  - Building commitment and esprit de corps (being optimistic, innovating, envisioning, socializing, rewarding, recognizing)
  - Satisfying individual member needs (trusting, supporting, advocating)
  - Modeling ethical and principled practices (fair, consistent, normative)



10

So, set of actions that is leader needs to implement to improve the team relationship is the coaching team leaders in interpersonal skills. And the collaborating, including the involving, managing conflicts and the power issues are there. So, here the leader is a coach we have talked in the previous sessions in the beginning sessions what is the role of a leader?

Is a coach also, unless and until you do not have that coaching approach and attitude no, mindset you cannot be a leader, collaborating is there? Are you able to collaborate or not,

including the involving managing conflict and power issues? That is the avoiding confrontation, questioning ideas and all building commitment and esprit de corps. So that is the false principle that we always talk about the esprit de corps.

So, therefore it is a team building, team effectiveness. So that is the building commitment is there and commitment cannot be built only by the words by actions. So, being optimistic, innovating, envisioning, socializing, rewarding recognizing. So, therefore, you will be having the team effectiveness. Satisfying the individual member needs, trusting supporting advocating is there.

Modeling ethical and principle practices, there is a fair consistent and the normative is there. So, whenever internal relationship or leadership, actions will be taken set of actions, leader needs to implement. So that the relationship between the leader and the team and among the team members also that will be having the improvements.

(Refer Slide Time: 18:27)

### Leadership Actions (Cont.)

**External Environmental Leadership Actions**

❖ Set of skills or behaviors leader needs to implement to improve environmental interface with team:

- Advocating and representing team to environment
- Negotiating upward to secure necessary resources, support, and recognition for team
- Sharing relevant environmental information with team
- Buffering team members from environmental distractions
- Assessing environmental indicators of team's effectiveness
- Networking and forming alliances in environment



The slide has a dark blue header and footer bar. The footer bar contains three small circular icons and the number '11'.

Set of skills or behaviour leader needs to implement to improve environmental interface, with team. So, advocating and representing the team to environment arguments that is yes, this is the best and there are the logics are there. Negotiating effort to secure necessary resources and so, support and recognition for team. So, in that case, it is very important that is are having these all negotiating that power.

That is, the negotiation needs to be done, unless and until we will not be able to do the negotiation, it will not work. Sharing relevant environmental information with team. So,

whatever the team is information we want then we have to share with them. Earlier traditionally, what was there? There were a power distance and people were not sharing the information and team which is required by the team so, team was dependent.

And nowadays it is a delegation time. It is the independence time. It is not the time of that the control. So, therefore that is the sharing is there buffering team members from environmental distractions. So, whatever is future problems are there? Already you are taking care of that. Assessing environmental indicators of team's effectiveness what will be the effect on the environmental issues and networking and forming alliances in the environment is there.

**(Refer Slide Time: 19:46)**

## Team Effectiveness

(Larson & LaFasto, 1989) suggested the following 8 characteristics of Team effectiveness

1. Clear, elevating goals
  - Clear so that one can tell if performance objective has been met
  - Is motivating or involving so that members believe it is worthwhile and important
2. Results-Driven Structure
  - Need to find the best structure to achieve goals
  - Clear team member roles
  - Good communication system
  - Methods to assess individual performance
  - An emphasis on fact-based judgments



12

Larson and Lafasto, 1989, suggested the following characteristics of the team effectiveness, clear, elevating goals, results driven structure. So, clear, elevating goals, as I mentioned, there is, what is the performance? What are the objectives? And if the motivation is there, they will be able to achieve it. Resource driven structure is there find the best structure to achieve the goals.

Clear team members roles, good communication system, methods to assess individual performance and emphasis on the fact-based judgments is there.

**(Refer Slide Time: 20:18)**

## Team Effectiveness (Cont.)

### 3. Competent Team Members

- **Components**
  - Right number and mix of members
  - Members must be provided:
    - Sufficient information
    - Education and training
  - Requisite technical skills
  - Interpersonal & teamwork skills
- **Team Factors**
- **Core Competencies**



Image Source: <https://www.shutterstock.com/image-vector/communication-concept-team-speech-bubbles-1680552674>

13

The team effectiveness will be depending on this, the components right number and the mix of members. Members must be provided sufficient information. Education and training and whenever there are requisite technical skills are there then, interpersonal and teamwork skill will be always working. And therefore, in that case, these HR skills you no. So, job knowledge is very important but with the job knowledge, these HR skills are equally important.

What will be the team factors which is affecting? Openness, supportiveness, action oriented and positive personal style is there. So, leader has to be very, very positive towards the team. Core competencies are the ability to do the job well and problem-solving ability will be there.

(Refer Slide Time: 21:07)

## Team Effectiveness (Cont.)

### 4. Unified Commitment

- Teams need a carefully designed and developed sense of unity or identification (team spirit)



### 5. Collaborative Climate

- Trust based on openness, honesty, consistency, and respect
- Integration of individual actions
- Leaders facilitate a collaborative climate by:
  - Making communication safe
  - Demanding & rewarding collaborative behavior
  - Guiding the team's problem-solving efforts
  - Managing one's own control needs



Image Source: <http://www.clipartuggest.com/collaboration-clip-art-lmpedit-image-KmhNz-clipart/>

14

There will be the unified commitment, so, teams need a carefully designed and developed sense of unity or identification that is a team spirit is there. And the collaborative climate is there on openness, honesty, consistency and respect will be there. Always collaboration is required is a always talk about that is in the team effectiveness. It is not the one person if the even leader is thinking that he can do alone.

We have discussed many theories models. It is not possible for leader alone to do something and what who is the leader? Who is having the followers? So then, when there are followers there is a leader, so, there will be team, so this collaborative climate is very much necessary. So, there is a demanding and rewarding collaborative behaviour, so that the team's problem-solving efforts are to be managed. So, managing one's own control needs is very, very important is there.

(Refer Slide Time: 21:52)

## Team Effectiveness (Cont.)

**6. Standards of Excellence**

- Regulated Performance
  - Facilitates task completion and coordinated action
  - Stimulates a positive pressure for members to perform at highest levels
- How Accomplished
  - Requiring results (clear expectations)
  - Reviewing results (feedback/resolve issues)
  - Rewarding results (regard good performance)

**7. External Support and Recognition**

- Teams supported by external resources are:
  - Given the material resources needed to do their jobs
  - Recognized for team accomplishments
  - Rewarded by tying those rewards to team members performance, not individual achievement



15

Now, this is a very interesting point, dear friends that is the standards of excellence. What is the benchmarking practices are there? So, whenever we talk about the project management, we talk about the, whenever we are talking about the organizations like NTPC and all so, they we understand. That is the how these our organizations are doing their best and that is a standard of excellence is there.

And whenever there is an excellence then definitely, we should know the definition. Definition means benchmark. So that is the what requiring results are the clear expectation? But this expectation designing of this expectation. My submission is this in addition to these

points that is the that is the benchmark. What will be your benchmark that you have to decide?

And the external support and recognition environment organizational environment is to be there and is needed to do their job, recognize for the team accomplishments, rewarded by tying those rewards to team members, performance and not the individual achievement is there.

(Refer Slide Time: 22:57)

### Team Effectiveness (Cont.)

8. Principled Leadership

- Influences team effectiveness through four sets of processes (Zaccaro et al., 2001)
  - Cognitive** - Facilitates team's understanding of problems confronting them
  - Motivational** - Helps team become cohesive & capable by setting high performance standards & helping team to achieve them
  - Affective** - Assists team in handling stressful circumstances by providing clear goals, assignments, & strategies
  - Integrative** - Helps coordinate team's activities through matching member roles, clear performance strategies, feedback, & adapting to environmental changes



16

Whenever we are talking about the principal leadership is there that is a cognitive understanding of problems. So, influence stream effectiveness through the four sets of processes, as per the Zaccaro et al., in 2001, is given. There is a motive cognitive, motivational, effective and integrative there. So, understood problems conferring them motivational is there.

So that themselves are keeping the high-performance tenders which I was talking. And affective is there handling stressful circumstances by providing clear goals, assignments and strategies. Integrative is their teams' activities through matching member roles clear performance is feedback interrupting the environmental changes are there.

(Refer Slide Time: 23:39)

## Components of Team Effectiveness

### ❖ Task Performance

- Is the degree to which the team's output meets the needs and expectations of those who use it



### ❖ Group Process

- Is the degree to which members interact or relate that allow the team to work increasingly well together over time

### ❖ Individual Satisfaction

- Is the degree to which the group experience, on balance, is more satisfying than frustrating to team members



Image Source: <https://www.marketing91.com/people-management/>

17

As well task performance team effectiveness is concerned. Task performance group process and individual satisfaction is very important. So, teams' outputs are there meets the needs and expectations of those who use it. Group process is there to which the members interact or they relate there, allow the team to work increasingly well together over time. Individual satisfaction is there the group experience on balance it is more satisfying than the frustrating to the team members is there.

(Refer Slide Time: 24:04)

## Indicators of Effective Teams

- ❖ **Team Norms** – Acceptable standards of behaviour shared by the team members
- ❖ **Team Cohesiveness and interdependence** – The extent to which team members can band together and remain committed to achieve term goals
- ❖ **Team Composition** - Focuses on diversity in knowledge, background and experiences of team members
- ❖ **Team Structure** – Refers to interrelations that determine the assignment of tasks, responsibilities, and authority
- ❖ **Team Creativity** – Creation of a valuable, useful and novel product, service, idea, procedure or process carried out via discovery rather than a predetermined step-by-step procedure.



18

So, finally, we come to the indicators of these effective teams, so, team norms are there. So, acceptable standards of behaviour and the shared by the team members are there. So, whenever we are talking about these indicators, whether there are the proper indicators or not, so that is the whatever the high level of standards benchmark you decided no and that is the acceptable standard of the behaviour is.

So, therefore, as we talk about the under the standards for the technical efficiency and effectiveness of productivity. Similarly, we have to make the acceptable standards of the behaviour also. And every member should know what is acceptable here and what is not acceptable. Team cohesiveness in the interdependence is there to which the team members can band together and remain committed to achieve team goals are there.

Team composition is their knowledge, background and experience of the team members are there. So, therefore that they have to create that is the team composition is required. Team structure, inter relations that determine the assignments of task responsibilities and authority is there. And therefore, the team structure that has to be developed. Team creativity, creation of valuable, useful and novel products service idea procedure is process.

So, therefore, in that case it is the creativity of the team. So, definitely the cohesiveness and interdependence is there and whenever we are talking about that structure and I have mentioned about that structure. Assignments of the task organization structure. So, role and responsibilities that is very, very important team creative useful in the novel products.

So, therefore that will be there, it is a predetermined step by step procedure team creativity will be there.

**(Refer Slide Time: 25:53)**

### Indicators of Effective Teams



- ❖ **Team Leadership** – Presence of a team leader who is ready to Lead the team members to be a part of the team to achieve the determined goals and objectives.
- ❖ **Organizational Support**– The extent to which the team have support form the top management



Image Source: [https://www.123rf.com/photo\\_47073227\\_startup-teamwork-team-leader-office-meeting-room.html](https://www.123rf.com/photo_47073227_startup-teamwork-team-leader-office-meeting-room.html)

So, this ultimately a team leader who is ready to lead the team members to be a part of the team to achieve the determined goals and objectives. Now, this is also important now many

times this is fact that the leader does not want to lead the team. This also happens because by force, he is not by choice he is by force the leader. Organizational support to which the team have support from the top management is there.

So that is the external environmental factors whenever these external environmental factors and these indicators will be there, so then here we will find that is the ultimately that is a team leader or that team has been successfully led by the leader effectively is there. So, what is the application of the hill model of team leadership? So, there are many ways to apply the team leadership model to increase the effectiveness of organizational teams.

(Refer Slide Time: 26:47)

### Applications of the Hill Model of Team Leadership

- There are many ways to apply the team leadership model to increase the effectiveness of organizational teams.
- The model is useful in helping the leader make decisions: Should I act? If so, how should I do so? For example, if the team is not performing effectively (team effectiveness), then the leader can make the first strategic choice by monitoring the situation or acting to improve team functioning.
- If an action seems warranted, then the leader needs to decide whether the action should be directed inward toward team functioning, outward toward the environment, or both.
- Once the context for the action is determined, then the leader needs to choose the most appropriate skill for the situation from his or her behavioral repertoire.



The model is useful in helping the leader make decisions. Should I act actions? Should I decisions actions? So, if so, how should I do? For example, if the team is not performing effectively then leader can make the first strategic choice by monitoring the situation to improve the team functioning is there. If an action seems warranted then the leader needs to decide whether the action should be directed inward towards team functioning.

And the outwards towards the environment are both is there. Once the context for the action is determined then the leader needs to choose the most appropriate the skill for the situation from his or her behaviour repertoire is there. So, therefore, in that case that the actions which are required, that what is warranted and then he has to perform that particular action is there.

(Refer Slide Time: 27:29)

**Research Paper**

Team Performance Management  
Vol. 15 No. 7/8, 2009  
pp. 343-356  
© Emerald Group Publishing Limited  
1352-7592  
DOI 10.1108/13527590911002122

Received February 2008  
Revised May 2009  
Accepted May 2009

**Purpose**  
Panagiotis V. Polychroniou  
*Department of Business Administration, University of Patras, Patras, Greece*

This study aims to investigate the relationships between social skills, motivation and empathy (emotional intelligence components) and transformational leadership in Greek organisations giving emphasis on supervisor-subordinate interaction on a team basis. In particular, this study aims to investigate employees' perceptions regarding their supervisor's emotional intelligence as well as transformational leadership.



21

As usual, this is the research paper relationship between the emotional intelligence and the transformational leadership of the supervisors is there. So, therefore in it is a very interesting paper, because whenever we are talking about and it is the relationship task, relationship actions that team effectiveness decisions. So, therefore that emotional intelligence is very very important.

And the leader should have the transformational leadership of the supervisors. And if he is having that we have talked about this transformational, charismatic, transactional, task oriented, relationship oriented, different steps of the leaderships we have discussed. So that here it is required will be that and this paper is talking about, the transformational leadership is there.

**(Refer Slide Time: 28:16)**

**Research Paper**

**Design/methodology/approach**

Participants were 267 managers working at various functional units and different hierarchical levels. Data were collected by means of questionnaires in a series of face-to-face structured interviews regarding subordinates' perceptions for the following: supervisors' emotional intelligence; and transformational leadership..

**Findings**

Results provided support for the model which suggests that supervisors' emotional intelligence components such as social skills, motivation, and empathy are positively associated with transformational leadership increasing team effectiveness with subordinate.



22

And the support for the model which suggests that supervisors' emotional intelligence components such as social skills, motivation and empathy are positively associated with the transformational leadership is there. And therefore, in that case here that your social skills, social means, love and affection, belonging skills are very important. That is the organizational citizenship behaviour will be the part of the social skill will be there.

Motivation is there intrinsic and extrinsic motivation both will require and the empathy, that this is all about the emotional intelligence components are there. So, self awareness, self regulation, empathy socialization so, therefore, in that case and motivation. So, therefore, these positively associated with the transformational leadership, is there. If you are self-aware, know your sort, you are having the self-regulation.

So, the how to control yourself. Then you have the empathy, the concern for others, so, your team members. So, therefore, in that case you are able to monitor that you are having the socialization with them. That is the yes social skills are you important. So, a result of it that you will do? That easy you will be having the motivation to lead them and it is a positively associated with the transformational leadership.

So, when, you are having all these emotional intelligences, dimensions, definitely you will be leading to the under transformational leadership will be there.

**(Refer Slide Time: 29:44)**

**Research Paper**

**Research limitations/implications**

Data were collected from convenience samples that might limit generalisability of results. Implications for management are discussed including the need for supervisors to use emotional intelligence competencies and transformational leadership, so that their subordinates are empowered to participate and increase team effectiveness.

**Originality/value**

This study contributes to our understanding of the linkage among emotional intelligence and transformational leadership of supervisors in Greek organisations and the impact on teamwork with their subordinates.



So, linkage among emotional intelligence and transformation and leadership of the organizations and the impact on the teamwork and with their subordinates. This paper is talking. As usual, they will be the naturally, the limitations are there.

(Refer Slide Time: 30:01)

### Case Study : Can This Virtual Team work?

- Jim Towne heads a newly formed information technology team for a major international corporation. The team is composed of 20 professionals who live and work in Canada, the United States, Europe, South America, Africa, and Australia. All members of the team report to Jim.
- The team is a virtual team connected primarily via videoconference, group decision-support software, email, text, and telephone. The team has met twice in a face-to-face setting to set goals and plan. All of the team members are quite competent in their respective technical areas.
- Some team members have a long and valued history with the company; others have recently joined the company through a corporate merger. The team members have never worked together on any projects.



Case Source: (Northouse, 2019)

24

And here we can use this paper for the purpose of developing the effective team leadership.

Now, this is a case study. Can this virtual team work?

(Refer Slide Time: 30:11)

### Case Study : Can This Virtual Team work? (Cont.)

- The task of the team is to develop and implement technology innovations for all global business units.
- The team members are excited about the importance and the innovative nature of their assignment.
- They respect each other and enjoy being part of this team. However, the team is having difficulty getting off the ground, and the members report being extremely overloaded.
- Most team members travel to business sites at least two weeks each month.
- The travel is important, but it causes team members to get farther behind.



Case Source: (Northouse, 2019)

25

(Refer Slide Time: 30:12)

## Case Study : Can This Virtual Team work? (Cont.)

- The team has one half-time secretary, located in New York. Her primary responsibility is to organize travel and meetings of team members.
- Team members are working on several projects at once and have great difficulty finishing any of the projects.
- One team member has 500 unread email messages because each team member sends copies of all messages to everyone on the team.
- Jim is under great pressure to prove that this team can work and provide a valuable function to the organization.



Case Source: (Northouse, 2019)



26

(Refer Slide Time: 30:13)

## Case Study : Can This Virtual Team work? (Cont.)

### Questions

**Q1)** Which of the eight characteristics of team effectiveness are lacking in this team?

**Q2)** Based on this analysis of team effectiveness, should Jim intervene at this time, or should he just keep monitoring the team? If you think he should take action, at what level should he intervene (internal or external)? If internal, should his action be task or relational?

**Q3)** What specific leadership functions should Jim implement to improve the team? Why?



Case Source: (Northouse, 2019)



27

And therefore, in this case, you will find that certain situations have been given and at the end there are the questions which of the eight characteristics of the team effectiveness are lacking in this team. Whatever we have talked about based on this analysis of team effectiveness. Should you intervene at this time or should he just keep monitoring the team, if you think he should take action at what level should be the intervention, internal or external?

If internal should he stay can be task or relational oriented is there. What specific leadership function should Jim implement to improve the team and why?

(Refer Slide Time: 30:43)

**Book Recommendation**

**The 13 Key Performance Indicators for Highly Effective Teams**

**Authors:** Allam Ahmed  
George Siantonas  
Nicholas Siantonas

**Publisher:** Routledge  
(December 2007)

**Language:** English

**Paperback:** 176 Pages

**ISBN-10:** 1906093075

**ISBN-13:** 978-1906093075

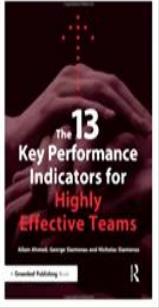




Image Source: <https://www.amazon.in/Performance-Indicators-Highly-Effective-Teams/dp/1906093075>

28

This is what you can refer to and the final, this is about the book which we always refer. One book and the thirteen key performance indicators for a highly effective team are there and I am sure that is this book will be helping you to understand more in detail that is the how and when and where. This you will be able to make your team highly effective with the high standard performance is there.

**(Refer Slide Time: 31:11)**

**Book Recommendation**

- This book outlines the challenges faced by both team leaders and team members in 21st-century workplaces.
- It proposes 13 key performance or "team health" indicators for highly effective teams based on research data collected from a large range of industry sectors, team sizes and organisations in the UK.
- It contributes to the understanding of the nature and functioning of team cohesiveness by describing teamwork as a multi-component variable and identifying the factors that impact on teams and the implications of teamwork for organisations.

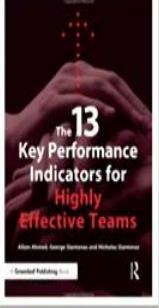




Image Source: <https://www.amazon.in/Performance-Indicators-Highly-Effective-Teams/dp/1906093075>

29

So, it contributes to understanding of the nature and functioning of the team cohesiveness. So, here it is the team health indicators. So, therefore, in that case, highly effective, whether your team is healthy or not or it is on oxygen and the ventilator so that you have to check. Industry sectors, team sizes and organizational and identifying the factors that impact on teams and the implication of team work.

So, these books, these research papers that will give you the idea actually in the direction. But then you have to make the relative and selective options so that what will be applicable and not only in the context of India, even in the context of your organization and not only in the all the unit, is of your organization. It is related to the unit only and it is not applicable to only your unit. This is applicable to your team only.

So, if you will make this you will be, you yourself will be identifying these indicators and then you can write a book also in that case.

**(Refer Slide Time: 32:16)**

### Book Recommendation

- 1. Balanced Roles
- 2. Clear Objectives and Purpose
- 3. Openness, trust, confrontation and conflict resolution
- 4. Cooperation, support, communication and relationships
- 5. Individual and team learning and development
- 6. Sound inter-group relations and communications
- 7. Appropriate management/leadership
- 8. Sound team procedures and regular review
- 9. Output, performance, quality and accountability
- 10. Change, creativity & Challenging the status quo
- 11. Decision-making and problem solving
- 12. Morale
- 13. Empowerment



Image Source: <https://www.amazon.in/Performance-Indicators-Highly-Effective-Teams/dp/1906093075>



So, balance rule. These are the thirteen clear objective's purpose, openness, trust confrontation conflict, cooperation, support, communication relationships, individual and team learning and development, sound intergroup relations and communications, appropriate management leadership, sound team procedures, regular review, output performance quality and accountability, change creativity.

And challenging the status quo, decision making and problem solving, the moral, the moral is also that is the emotional moral I have talked about once in emotions that is moral emotions that is, your moral should be very high and the empowerment is there.

**(Refer Slide Time: 32:52)**

## References

1. Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (2015). Leadership: Enhancing the Lessons of Experience (8th Edition). McGraw Hill.
2. Northouse, P. G. (2019). Leadership Theory and Practice Eighth Edition (8th ed.). Sage Publications, Inc.
3. Larson, C. E., & LaFasto, F. M. J. (1989). Teamwork : what must go right, what can go wrong. SAGE Publications.
4. Lussier, R. N., & Achua, C. F. (2016). Leadership: Theory, Application, & Skill Development (6th ed.). Cengage Learning.
5. Robbins, S. P., Judge, T. A., & Vohra, N. (2016). Organizational Behavior (16th Edition). Pearson Education Inc.
6. Zaccaro, S. J., Rittman, A. L., & Marks, M. A. (2001). Team leadership. *The Leadership Quarterly*, 12(4), 451–483.  
[https://doi.org/10.1016/S1048-9843\(01\)00093-5](https://doi.org/10.1016/S1048-9843(01)00093-5)



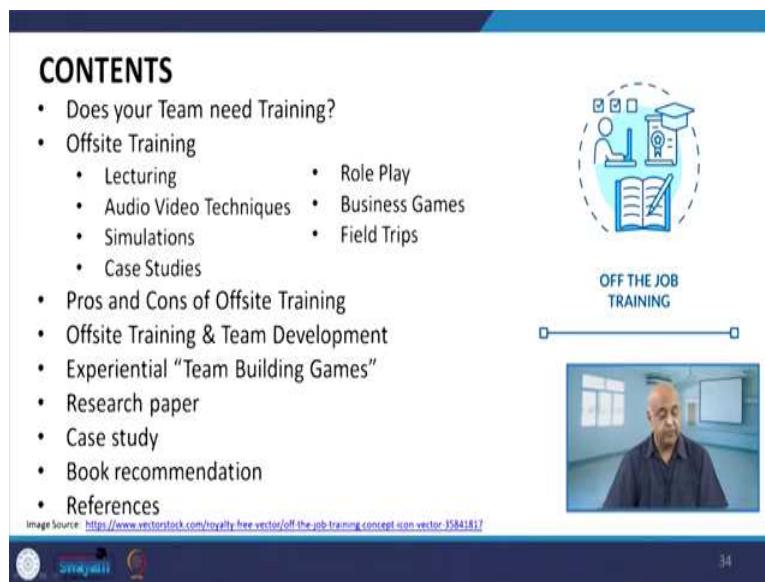
So, this is all about. These are the references which you can refer for your further studies and for in detail you can go through these references for more understanding. Thank you.

**Leadership and Team Effectiveness**  
**Prof. Santosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology – Roorkee**

**Lecture – 42**  
**Offsite Training and Team Development**

In this session, now we are going towards the different types of aspect. That is the offsite training in the team development and in this case, we will be discussing, does your team need training?

**(Refer Slide Time: 00:40)**



**CONTENTS**

- Does your Team need Training?
- Offsite Training
  - Lecturing
  - Audio Video Techniques
  - Simulations
  - Case Studies
  - Pros and Cons of Offsite Training
  - Offsite Training & Team Development
  - Experiential "Team Building Games"
  - Research paper
  - Case study
  - Book recommendation
  - References

Image Source: <https://www.vecteezy.com/royalty-free-vector/off-the-job-training-concept-icon-vector-35841817>

Offsite training, lecturing audio video techniques, simulations, case studies, role, playing business games, field trips is there. And the pros and cons of the offsite training, offsite training and the team development, experiential team building games and as usual, the research paper, case studies and the book recommendations will be there. And then they will be given these references also, so, you can make the further references for your detailed understanding.

**(Refer Slide Time: 01:05)**

“For the things we have to learn before we can do them, we learn by doing them.”

-Aristotle



Swayam

35

“For the things we have to learn before we can do them, we learn by doing them” so that is a Aristotle. That is a learning by doing. So, we this we have talked in the previous session also always that is the; we have to learn what we can do? And we learn by doing them. So, therefore, both things are very, very important are there. That is the unless and until we do not learn, we can do them but how to learn so that is by doing only.

(Refer Slide Time: 01:40)

### Does your Team need Training?

#### Symptoms of Ineffective Teams

- Loss of Production
- Increase in grievances or complaints
- Evidence of hostility or conflicts among the members
- Confusion about the assignments and relationships
- Decisions misunderstood or not enacted
- Apathy and general lack of interest
- Lack of initiative, innovation, or effective problem solving
- Ineffective meetings
- High dependency on the leader



Image Source: <https://www.midlandsbd.com/articles/7-indicators-your-team-is-dysfunctional-9819>

36

Now, I will say that is whenever the team is formed, so, we are matching the team's personality traits on this skills, different skills. So that is the job knowledge, skills, HR knowledge then conceptual, analytical, nowadays analytical and especially the designing. Now, whenever we are talking about the symptoms of the ineffective teams so, this will be the technical grievances or complaints.

This will be the HR evidence of hostility or conflicts among HR confusion about the assignments and the relationship is there. So, it will be technical plus HR decisions misunderstood or not enacted. So, therefore, conceptual. Apathy and general lack of interest. So, therefore, HR lack of initiative, innovation or effective problem solving that is the analytical and the designing skill is there.

So, if you are not able to make the proper this analysis of your problem, then there will not be the problem solving will be not be possible. So, this analysis and the designing: Designing means what providing the solution to the problem. So, whenever you are giving the solution to the problem, then in that case you will be having the effective problem solving is there. So, we have seen by the different authors and different contents.

Ultimately it is a solution finder. So, are you here to create the problem or here to provide the solution? So, naturally we are here to provide the solution, so, we are here to provide the solution? But a solution to find out. It is not that easy, you know. If it is that easy, then there is no problem but the not getting the solution is a problem. So, if the problem has to be so, there is a solution is required.

So, then, in that case it is the creativity so therefore, for some people, the big problems are no problems for some people the small problem is a big problem. So, why it is so? It is because of the; their inefficiency to not to be having these designing skills. Design, designing and therefore, it is the creativity skills. Designing is not the cup of day of everybody, so, this is therefore, in that case some people were able to find out these solutions.

So, even in the toughest time, in the toughest time, they will come out a simple example. If an organization is not able to survive, what will be the solution either the close the organization? So, there will be many people who will say the close the organization. But some people will say the diversification of the business but for the diversification of business, money is not there.

That is why this organization is getting close, then how to manage the money so, outsourcing is to be done or creating the knowledge base organization. Because you are not having the money and then you have to run the organization. How will you run? By your tacit

knowledge your explicit knowledge, your consultancy. So, then you will not be having are they outsourced. And then somebody is having these this support.

Now that is called the co-optation, collaboration with others is compete even competitors in the economic recession. In 2009, I have seen that is this co-potation, collaboration with the competitors means the industries of the same nature they are collaborating. So, therefore, in that case, when, when we talking about this idea with on the Videocon or when we are talking about this, the Orange with idea and indent.

Then the sharing the geographical locations are there. Where they are working together and sharing the resources. So, therefore, in that case that is a problem solving is there in the economic decision, so, many organizations they had the collaborated and they have the ideas that in this tough time how we can work together. So that is called the co-potation is there or the collaboration is there. So, here it is but what is the? What was that?

That is the; they have come out with new ideas and they face the economic recession. So, therefore, in that case, this is a solution. So, high dependency on the leader is these of the ineffective team is there. So, if the ineffective meetings are there; there is a lack of initiative, innovation or effective problem solving. Then high dependency on the leader. Whatever you will say, we will do, sir, whatever you will guide that will we follow, sir.

No, you have to do your own in your own periphery. It is not that is crossing the periphery and taking the position of a leader. There will be few like this. I know that but it is becoming the very important that is high dependency on the leader is not to be there. So therefore, symptoms of the ineffective teams which we have talked about.

**(Refer Slide Time: 07:47)**

## Offsite Training or Off the Job Training

- Off the job training methods are conducted in a separate environment from the job environment; study material is usually supplied and the full concentration is on learning rather than performing.
- Offsite training usually include more general skills and knowledge useful for work, as well as job specific training.
- It can include methods like:
  - Lecturing
  - Case Studies
  - Audio Video Techniques
  - Business Games
  - Role Plays
  - Simulations
  - Field Trips



37

So, it will be very, very important that is the what is to be done. And the one of the solutions is this that is about the training. Now, the offsite training or off the job training of the obtaining methods are conducted in a separate environment. Now, like you are studying this particular subject. I am sure that is the most of you must be the working executives or the professionals, maybe the professional qualifications you want to get and you want to go into the profession naturally.

And that is why you opted for this particular course or my another course is that is a training of trainers is concerned. So, therefore, why so, there is an offsite training, off the job training is there. So therefore, you are having the already certain tasks to do and therefore, in addition to that maybe the; your education may be your job. So, therefore, you want to go to get trained through this particular courses.

So, like this is the off the job training is very, very important is there. And actually, this is a separate environment is there from your regular environment? So, study material is easily supplied and the full concentration learning rather than the performing is there. So, offsite training usually includes more general skills and knowledge useful for work, as well as the job specific training is there.

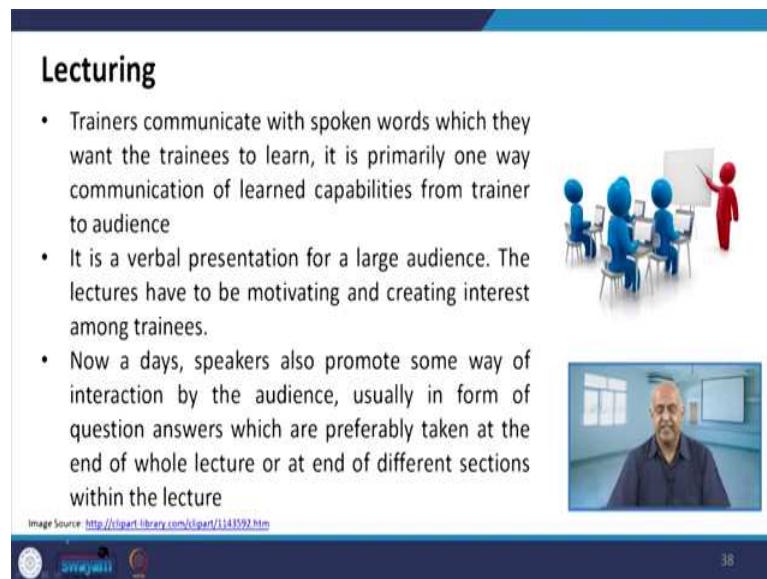
So, whatever I am talking to you, I am not talking to you definitely the specific with your job but in general. So therefore, off the job training is in the classroom training is where they are talking about the in general, training is there. So, if, how it is done, lecturing audio, video techniques, role plays, field trips, case studies, business games and the simulation is there.

**(Refer Slide Time: 09:37)**

## Lecturing

- Trainers communicate with spoken words which they want the trainees to learn, it is primarily one way communication of learned capabilities from trainer to audience
- It is a verbal presentation for a large audience. The lectures have to be motivating and creating interest among trainees.
- Now a days, speakers also promote some way of interaction by the audience, usually in form of question answers which are preferably taken at the end of whole lecture or at end of different sections within the lecture

Image Source: <http://clipart-library.com/clipart/1143592.htm>



Now, the lecturing is concerned like we are doing. So, trainers communicate with spoken words which they want the trainees to learn, it is primarily the one-way communication of the learned capabilities from the trainer to audience is there. It is a verbal presentation for a large audience. So, therefore, you find by the one lecture you there are the number of people, those who are getting benefited and they are much more.

The lectures have to be motivating and creating interest among trainees. I am sure that is the by this studying this leadership and team effectiveness, you must be find it interesting and this lecturing method which might be helping you to your understanding and the purpose for which you are attending this particular course that has been served by. So, nowadays speakers also promote some way of the interaction by the audience.

Usually in form of question answers which are preferred assignments and all taken at the end of the whole lecture and then those who will be registered they will be giving the examination also. I hope most of you will be registering for this particular course for examination and at the end of the different sections within the lectures are there.

**(Refer Slide Time: 10:54)**

Lecturing (Cont.)	
Merits	Demerits
It reinforces trainers credibility and authority	One way communication with relatively less participation or passive participation
Information is concentrated and organised as desired	The attention span of listener is normally 15-20 minutes
Efficient and Simple, lots of material can be presented within given time	Depends completely on trainers effectiveness and information.
Can be personalized easily.	A clear and rigorous verbal presentation requires a great deal of preparation and hence time consuming preparation.



39

So, therefore, in that case, this lecturing method but you see every method is having its merits and demerits is there. So, it reinforces trainers' credibility and authority. So that is, you all learn from professor Rangnekar and through NPTEL course. So that is the creating the credibility is there. Information is concentrated and organized as desired sessions are designed as per the best possible way efficient and simple.

So, lots of material can be presented within the given time is there can be personalized easily? So, therefore, there are different contexts are there. Where you can find out that what is useful for me. That way one way you can find out, one way communication with relatively less participation or the passive participation is there. So, naturally that is, I am having the just addressing you through this video lectures are there.

So, there will be the passive participation and the attention span of listener is normally 15 to 20 minutes. We have kept it to the 30 minutes. So, therefore because we believe in you and we feel that is the; you will be able to we listen me for half an hour continuously. However, you have that option in online. That is the after 15, 20 minutes you can pause and then again you can join depends completely on trainers, effectiveness and the information is there.

A clear and rigorous verbal presentation requires a great deal of preparation and instant consuming preparation is there. So, you will appreciate it is your all 60 sessions which have been prepared with the help of my research scholars and these different literatures, secondary data, primary data with those references that has been useful for you is there.

**(Refer Slide Time: 12:44)**

## Audio-Visual Techniques

- Includes overheads, slides and video.
- Video can be used for improving communication skills and customer service skills.
- It can also illustrate how procedures can be followed.
- It is normally used along with lectures to show trainees real life experiences and examples.



AV Room at IIT Roorkee



Image Source: [https://counselling-cell-iitr.github.io/\\_ICFOAAAAAAJAAAAABAJ](https://counselling-cell-iitr.github.io/_ICFOAAAAAAJAAAAABAJ)

40

Second, are the audio-visual techniques is there. So, overheads, slides and video is there like online training. The lecturing is done through these particular videos is there. So, videos can be used for improving the communication skills and customer service skills that you can use, also listed how procedures can be followed. And it is normally used along with the lectures, as I mentioned it is.

It is a combination of lecture and the videos is there. So, to show the train is real life experiences and the examples which we are giving and sharing with you with the help of on this particular these case studies. So therefore, they are the case, studies are not the stories case. Studies are the real-life experiences shared by somebody and published. So, therefore, in that case that is becoming the real-life examples.

That is how, in particular organization what is happened? how it is happened? So, therefore, in that case it is like here, you see, it is a heavy room at IIT Roorkee has been shown. That is how it is there. However, the technique which we are using. So therefore, you are comfortably online and then this tough time. When this course is recorded. So, therefore, you can see where hopefully, when you will watch this video, there will be no tough time.

Third wave will be over and everything will be normal. But then it will be conveniently you can refer.

**(Refer Slide Time: 14:24)**

Audio-Visual Techniques (Cont.)	
Merits	Demerits
Trainers can review, slow down or speed up the lesson according to expertise of trainees.	Too much content for trainee to learn
It can be watched multiple times.	Important learning points of training can be confused by drama in the video
It gives exposure of equipment, problems and events that cannot be easily demonstrated, i.e. equipment malfunctions, angry customers or emergencies.	Overuse of humour or music



41

So, but this is an example that is the how these lectures and it, with the help of the videos, lectures are used. But again, no method is complete it is having the merits and demerits. So, trainees can review slow down as I mentioned, if you hear me for continuously 30 minutes so great of you but if you cannot so, after 15 minutes, you can review a slow down and speed as a lesson according to the expertise of the trainees and times are available to you.

Because you may not have in the; at a stretch, that much time but this will be available to you. It can be watched multiple times so, in the first instance if it is not that clear, you can repeat it and then can understand. What were the points? What are the points which you want to again go into the listening for the purpose of understanding, it gives exposure of the equipment?

So, you are tech savvy and your young generation is the definitely that is much more tech savvy than me. So, therefore, the problems and events that cannot be easily demonstrated exposure of the equipment. So, it is equipment, malfunctions, angry customers or the emergencies are there. So, therefore, in that case, you can make the use of this particular audio-video techniques are there.

So, you can handle it later on, but too much content for training to learn. I do not know but I am sure that is this is not the too much content. But yes, if you will go through the different videos, then definitely it will be too much for you by the different speakers and resource persons. Important learning points of training can be confused by drama in the video.

So therefore, many times that might be the confusion but yes, you have the opportunity to get clarified from us overuse of the humor or music is there so, I do not know. That is the I have used but many times it. It is the means basically; it is a sound or noise that but thanks to the IIT Roorkee that are having a such a wonderful infrastructure arrangement. So that there is no such this type of the music or any type of the problem is there.

**(Refer Slide Time: 16:36)**

### Simulations

- Aim to educate and inform in an exciting and memorable way, rather than purely to entertain.
- It is used to teach production and process skills as well as management and interpersonal skills.

Image Source: [https://www.flightsafety.com/simulation\\_products/products/](https://www.flightsafety.com/simulation_products/products/)



42

Now, it is very common is that is about the simulation is there and, in the simulations, it is the aim to educate. And now you see it is in the professional courses, this simulation has become very popular because one is that is, it is interactive. So, it is not that lecturing method so, therefore, aim to educate and inform in an exciting and memorable way and rather than the purely to entertain is there.

It is used to teach the production and process skills, as well as the management and interpersonal skill is there. So, therefore, in that case, whenever you are having the step of the simulation, so, on you will be improving your efficiency by production and process skills. So, there but simultaneously with the technical skills and job skills. You will be also be able, with the help of the simulation to develop the interpersonal skills is there. How that is? It is having the group activity basically.

**(Refer Slide Time: 17:33)**

## Simulations (Cont.)

Merits	Demerits
Trainee can concentrate on learning without involving much risk.	It is an expensive method.
Interest and motivation are high as real job conditions are duplicated.	Need constant updating as new information about work environment is obtained
This method is helpful in cases where on the job training might result in a serious injury and destruction of valuable equipment and material.	
Example: Aeronautical industry	



43

So, you are having the teams and in teams you are doing those simulations. So, on teamwork also, there are the number of simulation games are there which you can use. Trainee can concentrate on learning without involving much risk is there and interest and motivation are high as the job conditions are duplicated. This method is helpful in cases where, on the job training might result in a serious injury and the destruction of the valuable equipment and material is there.

So, like the aeronautical industry is one example has been given for the simulation game. It is an expensive method because the that same buying the simulation game is expensive. Need constant updating as new information about work environment is obtained.

(Refer Slide Time: 18:24)

## Case Studies

- Involves studying cases from all perspectives, analysing the various options available to the company for solving problems or address issues and arriving at most suitable answers.

Merits	Demerits
It promotes analytical thinking.	It may suppress the voice of average trainees as only those having analytical and vocal skills will dominate the sessions
It is acceptable to everyone as it deals with detailed description of real life situations	Preparation of cases involve expenditure and time and the outcome is not quite certain
It encourages open mindedness.	



44

So, whatever the simulation game you are having in the past that you cannot use further, may not be useful for your next task. The case studies involve the studying cases from all perspectives. So, I am thankful to my team, my PhD. scholars. Research scholars those who have helped me, in the Rahul, Mohit and Nilesh and for the and the Anjali about the analyzing, the various options available to the company for solving problems.

So, they have given you these different case studies and we with our team. We have decided about the relevant case studies with the relevant session and addresses issues in arriving at the most suitable answers. But again, this method is also it promotes analytical thinking. It is acceptable to everyone as it deals with the detailed description of the real-life situations are there. It can encourage open mindedness.

So, therefore, everybody can have the answer on his own way. Own way means of his own knowledge background, academic background, social background, economic background, technological background specially. So therefore, in that case, the case study will be analyzed as per the individuals open mindedness it may suppress the voice of average trainees is only those having analytical and vocal skills will dominate decision.

But suppose we have the discussion on the case study. So, naturally those in the classroom normally what happens? There is those who are the good orator and good presenter so, what they do? They dominate the whole class. Naturally, they will be heard. So, those having energy and vocal skills will dominate the sessions and the preparation of the case involve expenditure and time and outcome is not quite certain is there that is whether it is really useful or not.

**(Refer Slide Time: 20:14)**

## Role Play

- Trainees act out roles given to them. It basically covers topics like employee-employer relationships, hiring, firing, conducting a post-appraisal interview.

Merits	Demerits
Trainees participate in entire proceedings and so they take interest and are involved.	Role playing may sometimes not adhere to the objectives of training program.
It develops skill in applying knowledge in areas of human relations.	The trainees may deviate from the subject being discussed and start giving unrelated examples and explanations
It brings about desired changes in behaviour and attitudes as the trainees are motivated to think	



45

Role play is there, training act out roles given to them. In these all-training techniques, we have used in my data NPTEL lectures. TOT, I will advise you to please go through that the training of trainers' course that you will see. That is how these techniques have been used. Cover topics like employee-employee relationships, hiring firing conducting at the post appraisal interview is there.

So, trainees participate in entire proceedings and so, they take interest are involved. It develops skills in applying knowledge in areas of human relations. It brings about desired changes in behaviour and attitudes, as the trainees are there. And these are the demerit is for the role playing is because role playing is very, very interesting. So, there will be the case study, they will be the characters and the characters will be to be played by the somebody.

And then during my industrial training programs, also, I see and in the MBA classroom, also education class within the classroom also. I find it is a real role playing is really motivating people those who are participating in this type of activity. That in term is made deviate from the subject being discussed in this is a demerit and start giving unrelated examples and explanations are there, because now he has to play the role.

So, in that role playing, he may be deviating it will depend on the particular individual, whether he is playing the role correctly or not.

**(Refer Slide Time: 21:35)**

**Business Games**

- It requires trainees to gather & analyse information to make decisions.
- Business games are primarily used for management skill development.
- Games stimulate learning because participants are actively involved and because games mimic the competitive nature of business.



Merits	Demerits
The game helps dealer to develop skills needed for business success	Factual information cannot be taught through this training
Participant must work as team	
Cohesive groups are developed	

Image Source: <http://www.thiag.com/games/2015/11/15/dev-co-creating-training-games>

46

These are the business games together in analyze information to take decisions are there. So, business games are primarily used for the management, skill development and stimulate the learning because participants are actually involved and because games meaning the competitive nature of business is there. So, the game helps a dealer to develop skills needed for the Business success. Participant must work as team cohesive groups are developed and the factual information cannot be taught through this particular training is there.

(Refer Slide Time: 22:05)

**Field Trip**

- A fieldtrip or fieldwork or training in the field is a journey by a group of people to a place away from their normal environment. Purpose is to provide real life situations.

Merits	Demerits
<ul style="list-style-type: none"> <li>• Field trips provide accurate information about objects, process &amp; systems in the real settings.</li> <li>• Enthusiasm for field trips can be effectively transformed to effective learning.</li> <li>• Field trips provide students opportunities to utilize all senses for learning</li> </ul>	<ul style="list-style-type: none"> <li>• Time consuming</li> <li>• Careful planning required</li> <li>• Transportation can be a problem</li> <li>• It is risky for the management.</li> </ul>



Image Source: <https://www.flacademy.it/a-field-trip-for-trevi-group-employees-to-enhance-on-the-job-training-and-career-development>

47

Now, this is the field trip is there? Training in the field is journey by a group of people to a place away from their normal environment purpose is to provide real life situations and they manage field trips, provide the accurate information about objects, processing systems in the real settings. Enthusiasm for the field trips can be effectively transformed to effective learning, field trips provide students, opportunities to utilize all senses for learning is there.

Demerits is, time consuming, careful planning required, transportation can be a problem, it is risky for the management is there.

(Refer Slide Time: 22:38)

Pros & Cons of Offsite Training and Team Development	
Pros	Cons
<p>Help the team to improve:</p> <ul style="list-style-type: none"><li>• Perception that trust</li><li>• Cooperation</li><li>• Communication</li><li>• Self Confidence</li><li>• Teamwork</li></ul>	<ul style="list-style-type: none"><li>• Team members may revert to old behaviors over time</li><li>• Team members come and go, thereby diluting the experience for their group</li><li>• Team members are sometimes exposed to harm or injury.</li></ul>

Image Source: <https://www.istockphoto.com/vector/pros-and-cons-for-business-gm1199882089-343473152>



48

So therefore, this type of the in the this professional courses the I have organized this type of these the field of visit trips during my that leadership academic program for the MHRD that IIT Roorkee has organized I as a copy I took to the these the participants that to these the Maruti plant and luckily I myself held the whole the visit into the Korea after 4 months. In 2018 I visited Maruti and 2019. I visited the Hyundai plant Korea

So, I could compare the both the automobile industries in India and Korea and through this field trips we learn so many things are there and especially the role of the artificial intelligence in automobile industries which I learned from there. Pros and cons of offsite training and team development help the team to improve perception did trust cooperation, communication self-confidence and the team building is there.

So, whenever we are having this type of these techniques it is helping us. And the team that develops this type of training develops the team understanding. Then, the concert team members may be able to old behaviours over time. Now, you learn these things and you watch this video and then but when you again go back to your workplace and then there may not be the change in your behaviour through this lecture.

So therefore, they may revert to old behaviour. They do not make the changes learning from this particular on this activity. So, team members come and go there by diluting the experience for their group. So therefore, that is the; who comes with you for full trip. Then again somebody else comes. The team members are sometimes exposed to the harm or injury. That is also the possibility. That is when you are going for the off-joy training.

So, then it will depend on that particular environment. Touchwood have I am doing this the offsite training myself and the taking the other trainees also. Since 1986, so, 35 years. So, from 35 years touchwood till today, during this offside training which a number of places continuously doing these things and the training in development and no harm or injury is there.

I took the MBA students also to the number of industries. So, there is a part of this. So, therefore, in that case, nothing has happened touchwood but yes that risk is there.

**(Refer Slide Time: 25:38)**

### Offsite Training and Team Development

- Participation in experiential activities aimed at building teamwork and leadership skills
- Participants acquire leadership and teamwork skills by confronting physical challenges and exceeding their self-imposed limitations
- Emphasis is typically on building not only teamwork but also self-confidence for leadership.
- Outdoor training enhances teamwork by helping participants examine the process of getting things done through working with people.



49

So, whenever we are talking of the offsite training in the team development in experiential activities aimed at the building team work in the leadership skills. Participants, acquire leadership and team work skill by confronting physical challenges and exceeding their self imposed the limitations. Emphasis is typically on building not only team work but also self confidence for leadership is there?

Yes, I can, I may, I can. So, therefore, you can outdoor training enhances teamwork by helping participants examining the process of getting things done through the working with the people.

(Refer Slide Time: 26:12)

## Experiential “Team Building” Games

There are multiple team building games which can offer various positive aspects for Teams. Here are some examples of interesting Team Building games

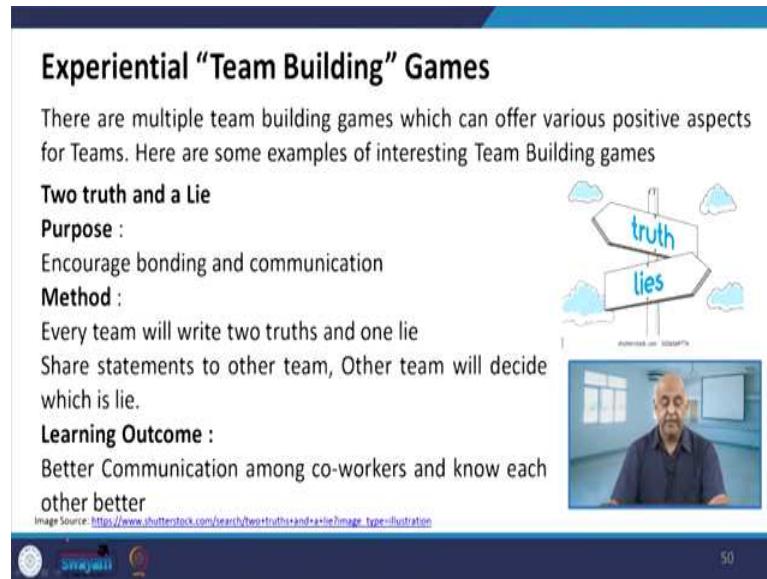
**Two truth and a Lie**

**Purpose :**  
Encourage bonding and communication

**Method :**  
Every team will write two truths and one lie  
Share statements to other team, Other team will decide which is lie.

**Learning Outcome :**  
Better Communication among co-workers and know each other better

Image Source: [https://www.shutterstock.com/search/two+truths+and+a+lie?image\\_type=illustration](https://www.shutterstock.com/search/two+truths+and+a+lie?image_type=illustration)



Then, the experiential team building games are there. So, there are multiple team-building games which can offer various positive aspects for teams. Here are some examples of interesting team building games two truth and a lie. So, encourage bonding and communication. method, every team will write two truths and one lie, share statements to other team.

Other team will decide which is a lie statement and learning a better communication among co-workers and know each other better is there.

(Refer Slide Time: 26:39)

## Experiential “Team Building” Games (Cont.)

### Game of Possibilities

#### Purpose :

Encourage creative thinking and have fun

#### Method :

A item (e.g. napkin) is given to each group. Each person in the group need to stand up and demonstrate the use of item creatively

#### Learning Outcome :

Better Communication among co-workers, experience different ways to solve problems and use resource effectively.



### Game Of Possibilities



Image Source: <https://prezi.com/k7spwpsqiq4/game-of-possibilities/>

51

So, another team building game is the game of possibilities, encourage clear to thinking and have fun and method a time is given to each group? An item is given to each group napkins, for example, each person in the group need to stand up and demonstrate the use of item creatively. So therefore, it is a creative thinking is there. Better communication among co-workers' experience, different ways to solve problems and the use resource effectively is there.

(Refer Slide Time: 27:08)

## Experiential “Team Building” Games (Cont.)

### The Diversity Tree

#### Purpose :

To value and respect diversity at workplace

#### Method :

On a flip chart, each team need to draw a tree with names of the members. Every member need to write encouraging message on the tree.

#### Learning Outcome :

Instill mutual respect, recognition and positive thoughts among the team members.



Image Source: <https://www.stockphoto.com/vector/diversity-tree-hands-illustration-gm482950655-25264645>

52

Then the diversity tree is there. So, valued and respect diversity at workplace on a flip chart, each team need to draw a tree with names and of the members. Every member needs to write, encouraging message on the tree. And the learning outcomes are in still mutual respect, recognition and positive thoughts among the team members is there. So therefore, in that case here you will find that is the; this step of the fillings is expressed.

(Refer Slide Time: 27:27)

## Experiential “Team Building” Games (Cont.)

**Each One Teach One**

**Purpose :**  
To make team member understand talent and needs of others

**Method :**  
On a Paper, write name of the members with 3 headings – First impression, positive traits & suggestion for growth. Paper are folded and mixed in a bowl and in different rounds the every member have to select a paper a write about others.

**Learning Outcome :**  
This activity helps the team member see themselves as other see them and reveals perception gaps and areas of growth. It also motivates member

Image Source: <https://twitter.com/eachteachph>



53

Exponential, each one teach one. The purpose is the to make team members understand talent and needs of others. Write name of the members with three headings. First impression positive trait is and suggestion for growth and the paper are folded and mixed in a bowl and in different rounds. The every member have to select a paper write about others and the learning outcomes the activity helps the team members see themselves as others see them.

And reverse the perception gaps and areas of growth because whenever you are having this first impression, positive trait is and suggestion for growth. So, here you will find that is the they will be getting the each team member will be getting and reveal the perception gaps and the areas of growth. It also motivates the members also.

(Refer Slide Time: 28:23)

## Experiential “Team Building” Games (Cont.)

**Recall and Share**

**Purpose :**  
Sharing of knowledge and working in a team (Usually played after training event)

**Method :**  
Team have 10 minute to recall and list as many skills they experienced throughout the training. Team share their opinion and other team may challenge their opinion

**Learning Outcome :**  
Encourage teamwork and engagement. Instructor learn what was important to the group and how much retained after the training.

Image Source: <https://twitter.com/shogra/status/3201629693469966136>



54

Then they recall and share is there share your thoughts, sharing of knowledge and working in a team usually played after training event. And team have 10 minutes to recall and list as many skills they experienced throughout the training team share their opinion and other team may challenge their opinion. And encourage teamwork and engagement instructor learn what was important to the group and the how much are returned after the training is there.

**(Refer Slide Time: 28:49)**

The image shows the cover of a research paper titled "Reactions to outdoor teambuilding initiatives in MBA education" by Sheryl L. Shivers-Blackwell. The cover includes the Emerald logo, publication details (Journal of Management Development, Vol. 23 No. 7, 2004, pp. 614-630), author information, and a small video thumbnail of a man speaking.

**Research Paper**

**Reactions to outdoor teambuilding initiatives in MBA education**

**Purpose**

The purpose of this research is to evaluate the effects of teamwork attitudes, which looks at individuals' expectations of and prior experiences with teams, and team performance in an outdoor teambuilding initiative with respect to team viability in the classroom.

**Sheryl L. Shivers-Blackwell**  
Florida A&M University, School of Business and Industry,  
Tallahassee, Florida, USA

Received June 2003  
Revised December 2003  
Accepted December 2003

DOI 10.1108/02621710410546632

And therefore, this is about the different games and so many games you can refer and play at your workplace and get yourself as a leader to coordinate these games or you can be also a part of these games and ask your superior to demonstrate on that or the HR department to demonstrate on these particular aspects. The reactions to outdoor team building initiatives in the MBA education.

So, therefore, in that cases to avoid the effects of the teamwork attitudes which look at the individuals, expectations of and the prior experience with teams and team performance in outdoor team building initiative with respect to team viability in the classroom is there.

**(Refer Slide Time: 29:37)**

## **Research Paper**

### **Design/methodology/approach**

Respondents were asked to give their attitude and perception toward Outdoor challenge training (OCT) one week prior to training and their impression about the training one week after training. This study examines the performance of 36 teams of MBA students ( $N = 147$ )

### **Findings**

Results indicate that teamwork attitudes collected before the OCT are positively associated with team support, potency, intentions to remain in the team, and team survival. However, team performance in the initiative was not related to any of the team viability constructs.



56

So therefore, this team building in MBA education that is becoming very, very important. Results indicate that teamwork attitudes collected before the outdoor challenge training, are positively associated with team support. Potency intentions to demand in the team and the team survival. However, team performance in the initiative was not related to any of the team viability construction is there.

**(Refer Slide Time: 30:00)**

## **Research Paper**

### **Research limitations/implications**

A caution of the present research concerns inferences about causality. Correlational nature of this research and the small sample size does not permit causal statements to be made. The direction of causality needs to be sorted out and empirically substantiated in future research. Research is also needed to further investigate the role of consultants, facilitators, or mentors in the teambuilding process

### **Originality/value**

This study was conducted to document whether or not the expense and time devoted to OCT by the business school was effective for teambuilding. To accomplish this task, both qualitative and empirical investigation was conducted



57

So, as a result, there will be also certain limitations although and there will be this particular the concept which has been used here is there. And now this is about this case study the training, the under rated checklist is there.

**(Refer Slide Time: 30:22)**

### **Case Study (Cont.)**

- 66 Many of those infections are acquired when an IV line delivering medication becomes infected.
- Dr. Pronovost's checklist is simple and straightforward, including steps such as Doctors must wash their hands before inserting an IV, and the patient's skin must be cleaned with antiseptic at the point of the insertion.
- When Michigan hospitals put the checklist into practice, they not only saved over \$175 million in eighteen months because they didn't have to treat infections, but they saved nearly 1,500 lives!
- Such impressive evidence would seem to convert even the toughest critic of checklists, but the hospitals found the same truth that many trainers face.

Source: [DeCenzo & Robbins, 2009]



59

**(Refer Slide Time: 30:23)**

### **Case Study (Cont.)**

- Employees don't always comply with rules that are for their own good or for the good of others. They need to be convinced. It turns out that doctors are just as stubborn as production employees who refuse to wear safety goggles or a hard hat.
- Dr. Pronovost found that doctors don't like being told what to do. They resented being reminded of the checklist by the nurses who were put in charge of managing the checklists. The organizational culture of the hospitals, including the roles of doctors and nurses, got in the way of patient safety.
- Dr. Pronovost learned to overcome the resistance by bringing both doctors and nurses together in training and appealing to their common concern for patient health.

Source: [DeCenzo & Robbins, 2009]



60

**(Refer Slide Time: 30:25)**

### **Case Study (Cont.)**

- He asked, "Would you ever intentionally allow a patient's health to be harmed in your presence?" They'd say "Of course not." Then he would hit them with "Then how can you see someone not washing their hands and let them get away with it?" Saving lives, saving money. It's all in the training.

#### **Questions**

- Q1)** How can HR leaders overcome resistance to training?
- Q2)** How offsite training methods are better in organizations like hospitals?
- Q3)** Develop a checklist that would make a process more efficient or safe for your employer or college.
- Q4)** What is the best way to train an employee to use your checklist? How would you evaluate your training

Source: [DeCenzo & Robbins, 2009]



61

I am sure that this will be also giving you the help and you will be able to answer the questions given at the end of this case study is. How can HR leaders overcome resistance to training. So, many people they have this perception that is that I do not need training or the training is not perfect and training is not required. So, now they are not ready to accept the training as such because it is about the understanding of every individual.

So, how offsite training methods are better in organizations like the hospitals are concerned and develop a checklist that would make a process more efficient as safe for your employer or college? What is the best way to train an employee to use your checklist? How would you evaluate your training is there.

**(Refer Slide Time: 31:10)**

### **Book Recommendation**

#### **Team Games for Trainers**

<b>Authors:</b>	Carolyn Nilson
<b>Publisher:</b>	McGraw-Hill Education; (June, 1993)
<b>Language:</b>	English
<b>Paperback:</b>	352 Pages
<b>ISBN-10:</b>	0070465886
<b>ISBN-13:</b>	978-0070465886

### **TEAM GAMES FOR TRAINERS**

CAROLYN NILSON  
HIGH INVOLVEMENT GAMES AND  
TRAINING ACTIVITIES FOR DEVELOPING  
THE TEAM SKILLS OF  
INFORMATION SHARING  
CONFLICT RESOLVING  
CULTURAL ASSESSMENT  
ROLE FULFILMENT  
TASK PROCESS EVALUATION  
GROUP INDIVIDUAL  
EMPOWERMENT



Image Source: <https://www.amazon.in/Team-Games-Trainers-McGraw-Hill-Training-ebook/dp/B001SF0JJA/>

62

So, therefore, the checklist is there as a result, the. Finally, we come to the book recommendation and these are the team games for the trainers are there.

**(Refer Slide Time: 31:23)**

**Book Recommendation**

- Team Games for Trainers contains 100 proven interactive games, exercises, and activities.
- Each game is self-contained, filled with templates, answer sheets, and clear explanations of the objectives and procedures and can be used by experienced trainers and novices.
- These games soften the rough edges of trying to work together in unfamiliar ways, create an atmosphere of collegiality, and form a bridge between training information and on-the-job application. Create effective teams with the Team Games for Trainers

Image Source: <https://www.amazon.in/Team-Games-Trainees-McGraw-Hill-Training-ebook/dp/B001SEQJ2A/>

And here this in this book, you will find 100 proven interactive games exercises and activities are given. Each game is self content filled with the templates answer sheets and clear explanations of the objectives and procedures for the experience, trainers and novices these games. Often the rough edges of trying to work together in unfamiliar ways create an atmosphere of the collegiality and form a bridge between training information and on the job application.

Create the effective teams with the team games for the trainers is there. So, like these other books also are there and this book will also be helpful to you. I am sure that is so you can develop and conduct your own training program at your workplace and increase the team effectiveness.

**(Refer Slide Time: 32:06)**

## References

1. DeCenzo, D. A., & Robbins, S. P. (2009). Fundamentals of human resource management. (10th ed.). John Wiley & Sons.
2. Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (2015). Leadership: Enhancing the Lessons of Experience (8th Edition). McGraw Hill.
3. Lussier, R. N., & Achua, C. F. (2016). Leadership: Theory, Application, & Skill Development (6th ed.). Cengage Learning.
4. Northouse, P. G. (2019). Leadership Theory and Practice Eighth Edition (8th ed.). Sage Publications, Inc.
5. Robbins, S. P., Judge, T. A., & Vohra, N. (2016). Organizational Behavior (16th Edition). Pearson Education Inc.



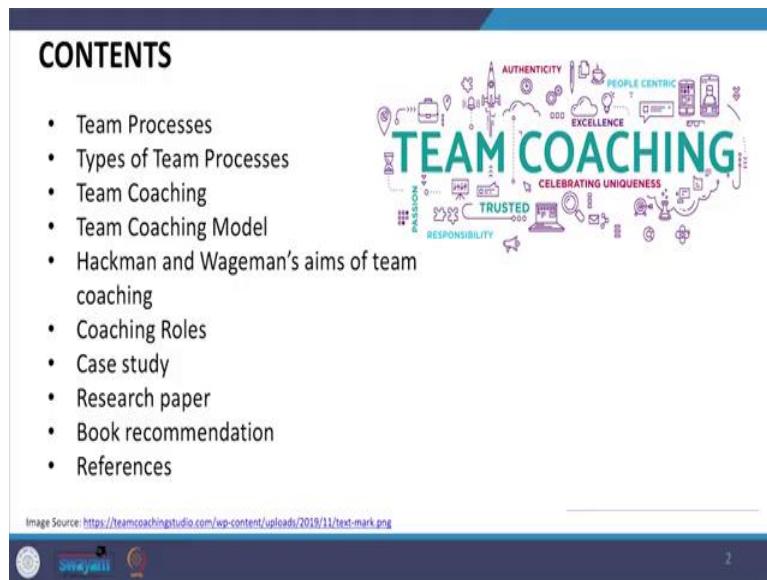
And these are the references for this particular chapter and session and definitely this will be. These references will be useful for your further studies in the detailing is concerned. Thank you.

**Leadership and Team Effectiveness**  
**Prof. Santosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology – Roorkee**

**Lecture – 43**  
**Understanding team Processes and Team Coaching**

In this session, we will talk about the understanding the team processes in the team coaching is there. Under this session, we will have the team processes that is what is the team processes are there.

**(Refer Slide Time: 00:24)**



**CONTENTS**

- Team Processes
- Types of Team Processes
- Team Coaching
- Team Coaching Model
- Hackman and Wageman's aims of team coaching
- Coaching Roles
- Case study
- Research paper
- Book recommendation
- References

Image Source: <https://teamcoachingstudio.com/wp-content/uploads/2019/11/text-mark.png>

Types of the team processes team coaching, team coaching model, Hackman and Wageman's aims of team, coaching, coaching roles and as a result, the case study, research paper, book recommendations and references is there. In the previous sessions we have talked about that is, the role of the leader is as a coach is there. That is a coaching is to be done. So now, whenever we are talking about the steam processes.

The different types of activities and interaction because the word is used is a process. So, definitely there will be the activities. So, it is not a single task oriented the process rather than it is the number of task is there. So therefore, in that case, it is the activities in that will be having between the team. And the ultimately, the goal is to making sure that is the team members they are able to interact with each other as much as possible.

In other words, team processes are the ways by which the teammates work together to achieve the common objective that I am sure that is the deal so, far. You are very clear that is, this is for this purpose of this team object use. So, processors can take multiple forms and interactions among the team members. For example, exchanging ideas or the setting goals are there and whenever there will be the interactions among the team members.

So, they will be going for this type of these, exchanging ideas is there. And the team members with their surroundings for instance, materials or information data necessary to complete a task. So that is becoming very, very important is there.

(Refer Slide Time: 02:27)

## Team Processes

- Team Process is a term that reflects the different types of activities and interactions that occur within teams and contribute to their ultimate end goals. In other words, team processes are the ways by which teammates work together to achieve common objective. Processes can take multiple forms.

1. Interactions among team members (for example, exchanging ideas or setting goals);
2. Interactions of team members with their surroundings (for instance, securing the materials or information that are necessary to complete a task);



68

So, in this team processes because first is about the interactions among the team members is there. And then the interaction of the team members is there with their surroundings are there. If, in the both the cases, if they are able to make the proper activities number of activities, if the activities are properly designed then definitely in that case, they will be able to make this actions proper.

(Refer Slide Time: 02:52)

## Team Processes

3. Actions of a single team member that have direct or indirect implications for the remaining members (for example, seeking to understand colleagues' strengths and improvement opportunities, as well as the role of each person in the team).
  - Team processes are not about getting the work done, but rather about the interpersonal leverages teams can capitalize on to get the work done. You can look at team processes as the interpersonal context in which teams carry out their work.



69

So, team process actions of a single team Members that have direct or indirect implications for the remaining the members are there. For example, seeking to understand the colleague's strengths and improvement opportunities. So, therefore, in that case, how to understand the colleagues' strengths are there and improvement opportunities are there. So, therefore, is, as the role of each person in the team is important.

They understand that is the role of each team member is very-very important. Team processes are not about getting the work done, but rather about the interpersonal leverages the team can capitalize on to get the work done is there. So therefore, in that case, it is becoming the very-very much necessary that is the interpersonal leverages are to be derived from this particular team processes.

**(Refer Slide Time: 03:52)**

## Team Processes

3. Actions of a single team member that have direct or indirect implications for the remaining members (for example, seeking to understand colleagues' strengths and improvement opportunities, as well as the role of each person in the team).
  - Team processes are not about getting the work done, but rather about the interpersonal leverages teams can capitalize on to get the work done. You can look at team processes as the interpersonal context in which teams carry out their work.  
For instance, the act of coordinating your share of the work with your colleagues is a team process; whereas doing the actual work is not a process – it's simply work being carried out.

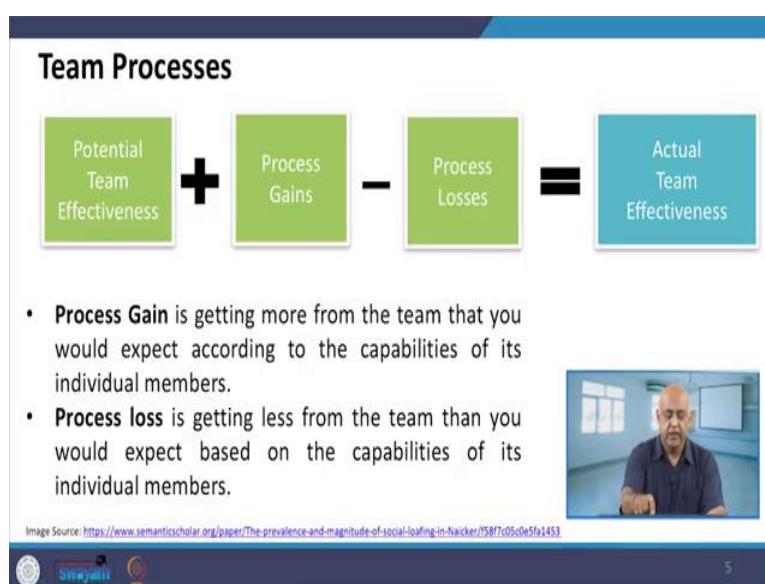


69

And here we can look at the there is the interpersonal context in which the teams carry out their work for instance, the act of coordinating your share of the work with your colleagues is a team process. Whereas doing the actual work is not a process, it is simply work being carried out. So, a very beautiful example has been given here. That is the you share the work with your colleagues.

So, therefore, in that case, it is becoming the process is there. because team process is there. Because it is not that it is you are doing your job only or he is doing his job only, if the person is doing his job only whether the yourself or your team members then that there is nothing like a process. There is nothing like a team even because in the isolation you are doing your own job and if you are doing your own job, only then how we can say that is becoming the team processes.

**(Refer Slide Time: 04:47)**



So, potential team effectiveness is there. Process gains so, process losses and the potential team effectiveness is there. So, very graphically very nicely has been explained that is the process gain is getting more from the team. that you would expect, according to the capabilities of it, is individual members. So, naturally, it will depend on the individual members of that particular the team.

That is the how those members are there and process loss is getting less from the team. Then you would expect, based on the capabilities of it is individual members. So, when then that is whatever, it is capabilities are there and less that the team members process. So, gains manners process loss will be that is the capability of the team which is, you are gaining they

are able to do and the process losses means capability of the team members which they are not able to do.

So, ultimately, how much do you gain? And whatever you gain and the potential team effectiveness is there. So, team effectiveness in the process gain that will find identifies the potential team effectiveness. That is the how much time will be effective, so, many times it might be possible. It is the process; gains are the having the minus then the then less than the process losses.

And if the process gains are less the capabilities which the team members have and what is required to have, they are having the less. So then, definitely in that case it is a process loss, so, most of them are not having that particular capability. So, they will be having the very high process losses is there. So, while the process gains are less because the capabilities are less.

**(Refer Slide Time: 06:46)**

**Process Loss**

- **Coordination loss** consumes time and energy that could otherwise be devoted to task activity.
- **Production blocking** occurs when members have to wait on one another before they can do their part of the team task.
- **Motivation loss** is the loss in team productivity that occurs when team members do not work as hard as they could.

Coordination Loss   Motivational Loss

Process Loss

Image Source: <https://teamworkmakesthedreamwork.weebly.com/uploads/2/4/8/8/24889411/212639.jpg>

So, ultimately it will the potential team effectiveness minus this process gain so which is not there and because there are the process losses are there. So then that potential of the team effectiveness that will be very low. Coordinating loss consumes time and energy that could otherwise be devoted to the task activity. And the production blocking is occurs when the members have to wait on one another before they can do their part of the team task is there.

So, there here it will be very important. That is the whatever the task activity is there. That coordination is very becoming very-very important, but if the coordination loss is there, so

then definitely between the two team members. If they are not able to coordinate with each other, what will be there? They will not be able to manage the time and there will be the loss of energy.

So, therefore they will not be able to complete the task. Similarly, the production blocking is there. That occurs when members have to wait on one another before they can do their part of the team task. So, therefore, CPM part, critical path, method and program, evaluation, review technique is there. So, the activities which are going to be the parallel if they are not completed the task which is finished earlier.

That will be which is dependent. So, then that will be ideal and then the ideal time that will be the losses. So that will be the production blocking will be there. Motivational loss is the loss in team productivity that occurs when team members do not work as hard as they could. And therefore, the team members, those who are supposed to work on that particular task with the high motivation.

But there is no motivation as a result they will take time and their productivity will be affected. So, in the case, if there is a motivational loss, is there then that ultimately there will be the team process loss has to be there. So, whenever the coordination loss is there and motivational loss is there ultimately what is that is that is affecting the overall gain of the team building is there?

(Refer Slide Time: 08:49)

### Types of Team Processes

- The list of team processes that can take place in any team is rather long. Goal setting, conflict management, information elaboration, coordination, planning, knowledge sharing, and mutual help are just a few examples.
- Multiple studies show that the large majority of team processes fall into one of **three major categories**:
  - Transition
  - Action
  - Interpersonal.
- In turn, each category is composed by a few facets, and each facet encompasses specific processes.



The list of team processes that can take place in any team is rather long. Goal setting conflict management, informational, elaboration coordination, planning, knowledge sharing and mutual help are just a few examples. So, therefore, in that case, whenever we want to get the these the work from the team members. So, we should be able to handle the goal setting conflict management, information, elaboration coordination, planning, knowledge sharing and other mutual help further doing certain jobs.

Now, these multiple studies show that the large majority of team processes that fall into one of the three major categories: transition, action and interpersonal is there. So, it is very important that when we are studying about the team processes. So, we have to understand. What is the transition? What is the action and the interpersonal affects are there? A few facets with each facet encompass specific processes are there.

So, actually, each category that will be having the specific processes. So, in these three major categories will be also having the three processes and the team members they should be able to fulfill these categories by performance. So, there has to be a smooth transition, action and interpersonal relationship is there. But many times, practically that is not happening and if it is not happening that will be loss to the organization or the loss to the team or the production loss will be there of the team loss will be there.

So, you have to be very careful whenever you are going to be the member of the team. You have to also understand how many people are they dependent on me. So, if few people are dependent on you, you cannot that sacrifice for the time so, you have to perform

**(Refer Slide Time: 10:52)**

## Types of Team Processes

- Together, these broad categories of processes are the foundation of a well-oiled and functional team. With effective team processes in place, a team can achieve more with the same resources – the team is more than the sum of its parts. Ineffective team processes or a disregard for a category of processes lead teams to achieve less with the same resources – the team is less than the sum of its parts.



So, in the theme processes together these broad categories of processes are the foundation of a well-oiled in the function team. With effective team processes in place, a team can achieve more with the same resources. The team is more than the sum of it is parts that we have seen in the definition of the team is there. Ineffective team processes are disregard for a category of processes, lead teams to achieve less with the same resources.

So therefore, in that case, the investment is same, but achievement is less, the team is less than the sum of it is parts. So, therefore, in that case the team will be the less than whatever is totally is there. So, here we talk about, for example, the transition is there so, setting goals, analyzing missions and strategic and planning is there whenever we are talking about the action. So, in assessing progress and the checking systems are there.

These are the processes of the effective teams are there. And the coordinating effects are there helping teammates are there whenever you are talking about the interpersonal. So therefore, managing conflict and managing effect and the posting motivation. So, these will be the the different processes that is transmission, action and the interpersonal and that will be effective overall team processes.

So, if you want to go for the effective overall team processes, we have to focus on these dimensions and in these dimensions ultimately, we will be able to give the results are there.

**(Refer Slide Time: 12:27)**

## Transition Processes of Effective Teams

- During transition processes your team prepares for the work ahead. This preparation usually entails looking both **forward and backward**. It also entails **considering both task aspects and interpersonal aspects**. There are **three main facets** to this category of processes .
  1. **Analyzing teams' mission and purpose** (your team defines and understands its main job, identifies the resources available to do the work, speculates about potential challenges and roadblocks to the achievement of goals, and lists sources of support and attrition from the company or environment);
  2. **Setting goals** (your team identifies, specifies, and prioritizes goals and sub-goals to accomplish its mission and purpose);
  3. **Coming up with an overall strategy and plan** (your team comes up with an action plan, creates milestones to achieve its tasks, defines contingency plans in case something goes wrong, and strategically plans to surpass anticipated roadblocks).



74

So, during transition processes, your team prepare for the work ahead and this preparation usually entails the looking both forward and backward. It also entails considering both task aspects and the interpersonal aspects and there are the three main facets to this category processes. Analyzing teams' mission and purpose, your team defines and understand it is main jobs, identifies the resources available to do the work.

Speculates about the potential challenges and the roadblocks to the achievement of goals and least source of the support and attrition from the company or environment is there. So, therefore, ultimately, you have to see that is what is your team is a main job is there and how they are going to analyze this particular job. Their mission and purpose have to be clear if their mission purpose is clear that is what the team wants.

Then definitely they will be support to you and the company environment will be positive. Setting goals, your team identifies, specifies and prioritizes goals and sub-goals to accomplish its mission and purpose is there. And therefore, in that case it is always that is the specifying and prioritized goals that has to be in design. The coming up within overall strategy and plan, your team comes up with an action plan, creates milestones to achieve its tasks.

And defines contingency plans in case of something goes wrong. So therefore, we with the overall strategy and plan they have to come out. So, if there is anything which is going wrong then they have to surpass the anticipated road blocks is there.

**(Refer Slide Time: 13:52)**

## Action Processes of Effective Teams

- During action processes your team seeks to create and maintain the conditions that are necessary to do its job effectively. Action processes, thus, relate to how well your team is working, not to what your team is working on. Effective teams have **four facets** of action processes functioning well.
  1. **Assessing progress towards goals** (your team checks whether its work is progressing according to the plan and whether the strategy still makes sense, identifies the factors that may put the team off-track, and makes the necessary adjustments);
  2. **Checking how well the systems are functioning** (your team ensures it has the necessary resources to work well and to achieve its goals, by looking internally – team members' knowledge, time, etc. – and externally – company financial support, appropriate inflow of information or materials from other teams, changes in external regulations, etc.);



75

Now, the action process of effective teams during action processes your team seeks to create and maintain the conditions that are necessary to do it is job effectively. Thus, relate to the how well your team is working, not to what your team is working on. So, effective teams have four facets of action processes functioning well the assessing the progress towards goal. Your team checks, whether it is work is progressing according to the plan and whether the strategy still makes sense.

Identifies the factors that may put the team off-track and make the necessary adjustments. So therefore, in that case, we have to keep on progressing on that is, what is the plan is there? And there, we have to also identify the factors when we are able to identify the factors that will put the team into the proper track and necessary adjustments can be made, checking how will the systems are functioning?

Your team ensures it has a necessary resource to work well and to achieve it is goal by looking internally team members, knowledge time, etcetera and extremely company financial support, appropriate inflow of information or materials from the other teams. Change in the external regulations are there. So therefore, all these checklists which have been prepared so, this checklist they are supposed to solve.

Because unless and until they are not able to making the proper checklist. Then how they will be functioning. And they might be the barriers, there might be even not barriers there might be the supporting the processes which will be creating more effective team process. So, this

checklist is very, very important. Unless and until there is no checklist then it will be very difficult that how the team members knowledge time etcetera.

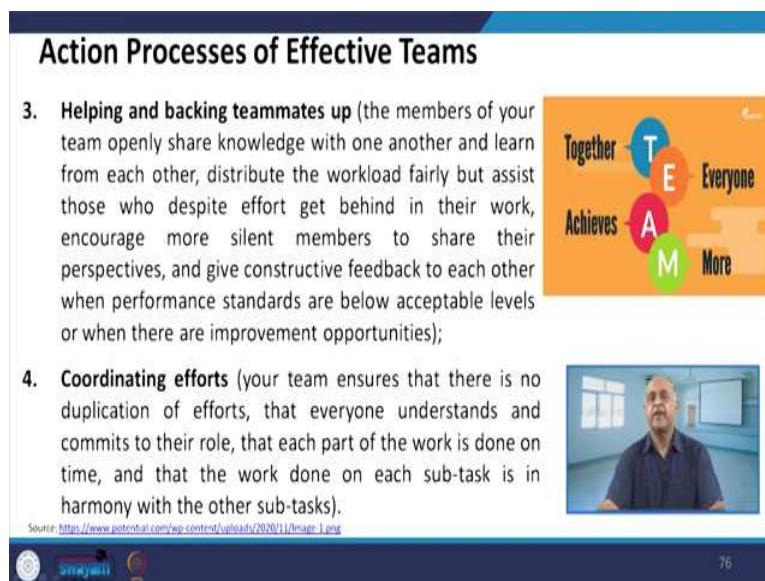
And externally company financial support, appropriate inflow of information material how it will work. And if you want to make this smooth functioning of that is the internal sources vis-a-vis these external factors. Then, therefore, definitely there is requirement for this purpose of the support of this the checklist is necessary.

(Refer Slide Time: 16:14)

### Action Processes of Effective Teams

3. **Helping and backing teammates up** (the members of your team openly share knowledge with one another and learn from each other, distribute the workload fairly but assist those who despite effort get behind in their work, encourage more silent members to share their perspectives, and give constructive feedback to each other when performance standards are below acceptable levels or when there are improvement opportunities);
4. **Coordinating efforts** (your team ensures that there is no duplication of efforts, that everyone understands and commits to their role, that each part of the work is done on time, and that the work done on each sub-task is in harmony with the other sub-tasks).

Source: <https://www.potential.com/wp-content/uploads/2020/11/page-1.png>



Helping in making the teammates of your team openly share knowledge with one another and learn from each other. Distribute the workload fairly but assist those who despite effort get behind their work and they encourage more silent members to share their perspectives and give constructive feedback to each other. So, here it is not only that checklist you are checking and then identifying whether the person is able to work or not.

But you have to also see that is the how these the teammates are making up to help another team. So, if they are sharing, they are sharing their perspectives and therefore each other with the performance standards are below acceptable levels. So, whatever is expected, benchmarking practices then there will be requirement of certain improvement is required coordinating efforts are there.

There is no duplication of efforts that everyone understands and commit is to their role that each part of the work is done on time and that the work done on ease of task is in harmony with the other sub task is there. So, therefore, whenever there is any work with the time on

the harmony with the others of tasks are there. So that that is to be completed and if they are having the proper harmony and coordination.

I am sure in that case that will be having the on the action process of the effective teams will be resulted.

(Refer Slide Time: 17:45)

### Interpersonal processes of effective teams

- Interpersonal processes happen when the members of your team are managing the relationships among them. These processes are more about the personal and human side of teamwork. Interpersonal processes are the actions that may lead to high quality relationships, not the quality of teammates' relationships per se. There are **three main facets** to interpersonal processes.
  1. **Anticipating and managing conflict and other tensions** (members of your team work hard to understand and integrate different perspectives and ideas, show flexibility to compromise when necessary and to reinforce a point if beneficial, come up with and adjust norms to facilitate interaction and cooperation, and proactively identify and work on functional adjustments that can prevent clashes in terms of values, motivations, or personal preferences);



So, it is, it is necessary teams are working with the all the efforts of coordination. Now, interpersonal processes of the effective teams are there. Whenever we are talking about the interpersonal process happen when the members of your team are managing the relationship among them. These processes are more about the personal and human side of teamwork. HR aspect is there, this is about the HR aspect.

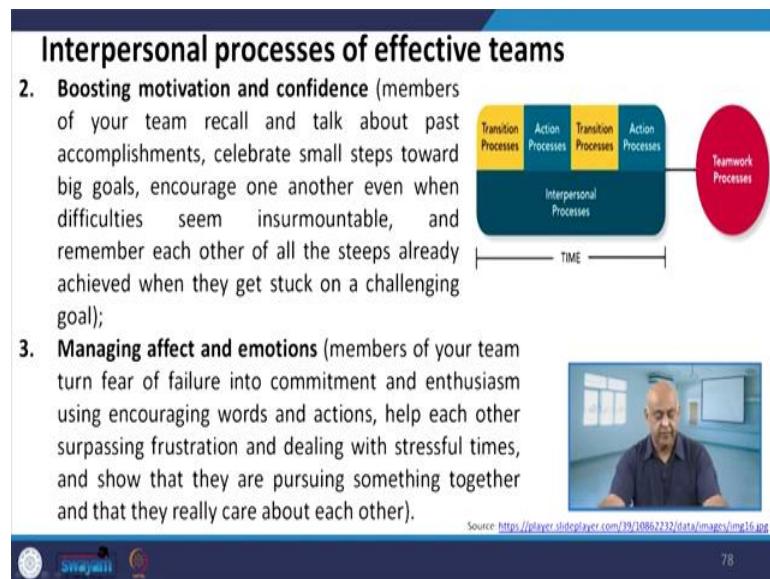
So, inter personal processes are the actions that may lead to the high-quality relationships. Not the quality of teammate's relationship and experts say there are three main facets to interpersonal processes are there. Anticipating in managing the conflict and other tensions, because every team member is coming with the different individual personality. And therefore, they their moral values, ethical values, emotion, states, their team building approach that will be different.

So, members of your team work hard to understand and integrate different perspectives and idea, show flexibility to compromise when necessary and to reinforce a point if beneficial come up with the energies norms to facilitate interaction. So, therefore, in that case, these all

team members they should come out with the interactions and co-operations and proactively they identify and work on functional adjustments.

Whenever they are having the functional adjustment that can prevent clashes in the teams of values and motivations and personal preferences will be there.

(Refer Slide Time: 19:06)



Boosting motivation and confidence, members of your team recall and talk about past accomplishments. Celebrate small steps towards the big goals, encourage one another, even when difficulties seem insurmountable and remember each other of all the steps already achieved when they get stuck or a challenging goal is there. So, therefore, in that case here that confidence and motivation.

That is that that is quite a big goals and crazy or another, even when difficulty seems to be the insurmountable then definitely all steps needed to be achieved for this particular purpose. Managing effect and emotions are members of your team turn fear or failure into commitment and the enthusiasm using encouraging words and actions help each other, surpassing frustration and dealing with the stressful times and show that they are pursuing sometimes together and they really care about each other.

So, therefore that is the affect that cognitive, cognitive impact on the team members is very much necessary. Whenever you are having the cognitive effect on your team members then definitely in that case it will be the always the encouraging words and actions will be there.

And whenever there will be the encouraging words and actions definitely there will be affection and emotional binding.

And once there is an emotional binding and affection is there because it is not manipulated artificial affection and emotions, rather than it is understanding. It is a understanding between these team members. That is the if I have some problem, so, my teammate is there who will help me and therefore, in that case there is always whenever there is such type of problems. Where the teams are not that much affected and emotional.

So then definitely they will be having the support to each other which will create the affect and emotions. So, create the affect and emotions is there.

**(Refer Slide Time: 21:10)**

Definition of Team Coaching	
Authors' Name	Definition
Hackman and Wageman	describe team coaching as: 'direct interaction with a team intended to help members in the co-ordinated and task-appropriate use of their collective resources in accomplishing the team's work.'
David Clutterbuck	defines team coaching as: 'Helping the team improve performance and the processes by which performance is achieved, through reflection and dialogue.'
Chuck & Cindy	describe team coaching as "an individual and team development process that uses an <i>integrated combination of interventions</i> to improve collaborative leadership skills, and team performance."



79

Now, we will come to the coaching part is there Hackman and Wageman, describes a team coaching as a direct interaction with a team intended to help members in the coordinated and task appropriate use of their collective resources in accomplishing the team's work. David Clutterbuck, defines steam coaching is the helping the team improve performance and the processes by which the performance is achieved and through reflection and the dialogue.

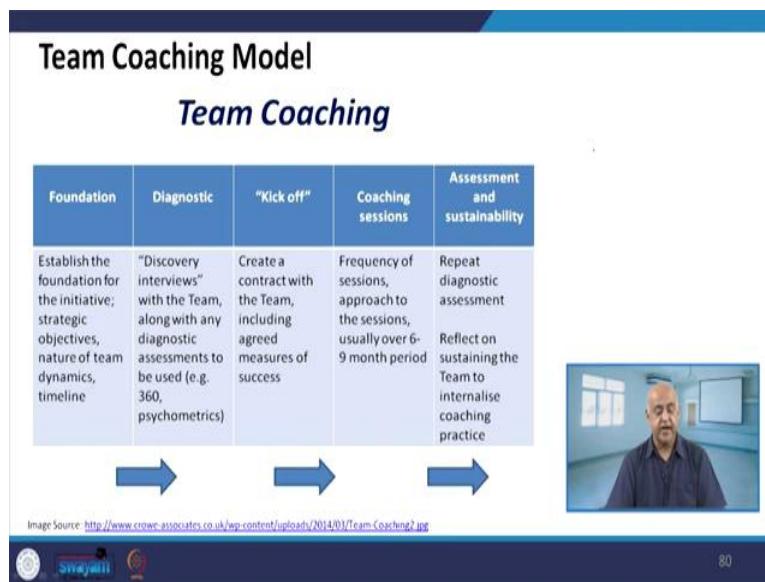
So therefore, in that case, it is the collective resource in accomplishing the teamwork is there which we always keep on saying and therefore the Hackman and Wageman this definition which we are always using. And David's definition that is, the helping to improve team performance and the processes. So, this we follow and in which performance is achieved, through reflection and dialogue is concerned.

So, this second definition also is becoming practically very, very useful and we are using this particular definition. The third definition given by this Chuck and Cindy is described. Team coaching is an individual and team development process and that uses an integrated combination of interventions to improve collaborative leadership skills and the team performance is there.

So, it is always that integrated common interventions, interventions to improve collaborative leadership skills are there. So, these interventions for the developing the collaborative leadership skills as we have talked about the interventions in the beginning also and this type of the interventions which we are using. So, then those will be having the collaborative supporting the collaborative leadership is there.

So, we have to be very careful while selecting the interventions. Interventions are required to be the productive interventions means methods, technique, tools whatever you want to teach are getting the learned by the person. So that has to be very, very supportive.

**(Refer Slide Time: 23:11)**



Team coaching model is a foundation, diagnostic, kickoff, coaching sessions and assessment and sustainability is there. So, foundation establish the foundation for the initiative, strategic objectives, nature of the team dynamics and timeline is there. So, there here in the foundation it is the what is the objective is there. That objective and goal so that goal has to be decided. And you are having the different team members now these team members will be performing.

So, here you have to see that is this nature of the team dynamics that is has to be followed and whenever you are making these discovery interviews with the team along with any diagnostic assessment to be used 360-degree, psychometric use will be there. And create a contract with the team, including agreed measures of success. So, therefore you will be creating a team. Coaching sessions will be their frequency of sessions approach to the sessions, usually over 6 to 9 months period.

And a repeat diagnostic assessment is there. Reflect on the sustaining the team to internalize coaching practices is there. So, therefore, in that case, the very important point is that is about the whatever the adjustment to be used 360-degrees. So, 360-degree psychometrics is used, so, you are taking the opinions of all and whenever you are considering the all, you will be able to develop that the understanding that what type of the coaching is required.

And what type of the coaching has been used. So, create a contract will be there and assessment and sustainability of this particular type of the coaching. That will be very-very important so on sustaining team to internalize the coaching practice is there and whenever you are having these coaching practices, you will be having the proper team on the effectiveness. So, please always go for this team coaching because whatever decisions are taken on the basis of these analysis.

You have taken certain decisions, but those decisions are to be tested with the period of time and when you are having the that period of times testing. So, that through the help of this coaching sessions, usually over to 6 to 9 months period which is a very long period and therefore these team members are required to develop those particular processes.

**(Refer Slide Time: 25:40)**

### **Team Coaching Model**

- **Foundation:** Establish the foundation for the initiative; strategic objectives, nature of team dynamics, timeline.
- **Diagnostic approaches**
  - Often initial 1-1 confidential meetings with Team members to find out what works well about the team, what doesn't and why; to establish their ideas on approaches that will work, and how they could be measured
  - Going into a Team development initiative of any kind without these having the opportunity to engage with the team is very hard.

In terms of “diagnostic assessment” approaches, personality and behavior assessments like Insights are good tools for improving a team’s understanding of its own dynamics, and they give team members a better understanding of why they react to their colleagues in certain ways.



81

So, in the foundation for the initiative, strategic objectives, nature of team dynamics and timeline is there. Diagnostic approaches are often initial one to one confidential meeting with the team members to find out what works well about the team? What does not and why? So, to establish their ideas or approaches that will work and how they could be measured going into a team development initiative of any kind.

Without this having the opportunity to engage with the team is very hard. This diagnostic assessment, you see, approaches, personality and behaviour assessments, like the insights are good tools for the improving a team’s understanding. So, indeed this I have mentioned in the previous sessions also, this diagnose and the analysis of the teams. So that leader is required to be very perfect about this and he has to do this diagnosis.

And the analysis because the whatever the results will come know. So that results will be based on this diagnosis also. Naturally, so therefore, he has to be very-very careful about the diagnosis and the analysis is there and whenever these having the better understanding. So that is why their colleagues even if they have done this some diagnosis and analysis, but not into that depth.

So that is how these correct colleagues are the same or different, as compared to in this context. So, therefore, this reaction to colleagues is very-very important. And whenever this reaction to colleagues is as the diagnostic is there one to one. So then, definitely, it will giving the much realistic results will be there.

**(Refer Slide Time: 27:22)**

## Team Coaching Model

### ➤ "Kick off"

- Focus on the wider organizational aspect, as well as the team challenge.
- Create Team contract, including the metrics and assessment for the programme (individual and team).
- Determine areas of focus and commitment for the sessions

### ➤ Ongoing Coaching sessions

Group size – 6 to 8 is the ideal size for a team, with a maximum of around 11/12

Frequency – around once monthly

Duration – often around 6 months, though can be shorter or longer



82

So, focus on the wider organizational aspects as well as the team challenge is there and the creative contract, including the metrics in assessment for the program, determines the areas of focus and commitment for the sessions are required. Ongoing coaching sessions will be group size 6 to 8 is the ideal size for a team this I have mentioned earlier also. However, the 15 to 20 has been mentioned to be a team member.

But at a time that is for the coaching purpose it is 6 to 8 is required and with a maximum around 11 to 12 and the frequency around once a monthly on duration, often after around 6 months. though, can be shorter or longer is there. So, therefore that will be the ongoing coaching sessions will be there.

(Refer Slide Time: 28:05)

## Team Coaching Model

Decision on how to run the sessions in terms of level of formality. Action Learning set approach focuses on improving questioning and reflection of team members and is proven to be a quick trust builder, but some sessions may be more formal than others, where a Coaching tool is used, like Insights or Belbin, or a Team Coaching wheel.

### ➤ Assessment and sustainability:

Its important to review the "distance traveled" of the Team coaching project for the whole Team and the individuals in it, and the strongest way to do this is to repeat the baseline assessment, whether its a 360 or psychometric. Its important to look at ways beyond the Team Coaching project that the reflective practice of the Team is sustained; e.g. regular reviews using Learning set principles, ongoing peer coaching.



83

Decision on how to run these sessions in terms of the level of formality. Actions learning set approaches, focus on improving the questioning and reflection of team members and whenever it is to proven to be a quick trust builder. But some sessions may be more formal than the others. So, therefore a coaching tool is used like insights or Belbin or a Team coaching wheel is there. So, these tools are to be noted carefully.

That is the insights or Belbin and or a team coaching wheel. So, whenever you are having this team coaching wheel or the insights or Belbin is there. Just so, this coaching tool can be used and the assessment and sustainability are important to review the distance travelled of the team coaching project is there. For the whole team and individuals in it and the strongest way to do this is to repeat the baseline assessment, whether it is a 360 or psychometric.

It is important to look at ways beyond the team coaching project and that the reflective practices of the team is such an example is regular reviews using learning state principles ongoing peer coaching is there. So, therefore, this assessment and sustainability has to be there.

**(Refer Slide Time: 29:18)**

Main differences between Team Coaching and related forms of development			
Team Coaching	One-to-one coaching	Team facilitation	Team building
Emergent within the team	Coachee-led	Facilitator-led	Consultant-led
Extended period of intervention	Series of sessions	Series of short interventions	One specific intervention, eg 1-2 day 'event'
Thinking based	Incorporates cycles of feedback and action Spans business, job and personal issues	Conversation based	Action-based
Focus on building longer-term skills and capacity	Focus on improving effectiveness	Focus on current/specific problems	Focus on behavior, relationships and collaboration

Image Source: <https://www.employment-studies.co.uk/system/files/resources/files/mp08.pdf>



84

Basically, whenever we are talking about the main difference between the team coaching and related forms of the development is there. So, team coaching, one to one coaching, team facilitation and the team building is there. So, team coaching is the emergent within the team, extended period of the interventions is there, thinking based is there. So, these interventions can be the structure based by changing the organization team is there.

So that can be also one intervention is there. One to one coaching will be the coachee-led, series of the sessions are there. So, there is one person only incorporate the cycles of feedback in action Spans business, jobs and personal issues will be there. Team facilitation will be facilitator-led, series of the short interventions, conversation based. Consultant-led, one specific intervention example 1-to-2-day event is there an action based is there.

And therefore, in that case that will be the team building will be there. And now the thinking based is there, incorporate cycles of the feedback and the action spans business, job and personal issues are there one to one coaching. And while, in the case of the team coaching, it is a focus on building the longer-term skills and the capacity is there. So, while in the case of this the one-to-one coaching is focus on the current specific problems are there.

So, coaches this incorporates incorporation cycle of feedbacks know. There is a spans business are there. So, therefore business, as I mentioned, always that is economic recession is concerned or the other this, we have seen recently we are seeing that is any natural problems are there. Then in that case definitely these business spans will be go ups and downs.

So that then that will be and maybe for the one single organization also. So then personal issues will be there, so, focus on the improving the effectiveness is there and current specific problems are there. In team facilitation it is the always you will find that is we have to make this particular type of this support to the organizations. So that they are able to get the always the better performance is there.

So, ultimately team processes that will be giving you the results, which will be helping you from the purpose of the coaching is concerned.

**(Refer Slide Time: 31:35)**

### Hackman and Wageman's Four aims of team coaching

1. **Coaching functions:** a coach should provide three distinct functions.
  - **Motivational coaching** addresses the effort of the team and encourages process gains such as shared commitment to the group and minimizing process losses such as 'social loafing'. Coaching by the team leader can motivate members to devote themselves to the teamwork and share workload (Parker, 1994).
  - **Consultative coaching** addresses performance strategy and fosters the invention of new ways of proceeding with the work that is aligned with the task requirements. Denison et al. (1996) found that successful leaders facilitate flexible problem-solving and team development.



<http://www.employment-studies.co.uk/system/files/resources/files/mg88.pdf>

85

Hackman and Wageman's four aims of the team coaching are the coaching functions now a course should provide three distinct functions. There is a motivational coaching is there, consultative coaching is there and the educational coaching is there. So, such as a shared commitment to the group and minimize the process losses such as the social loafing is there. So, coaching by the team leader can motivate members to devote themselves to the teamwork and the share workload is there.

So, here it is always important that is whenever you are giving this step of the coaching, you are having the motivational processes is there. In the consultative coaching is concerned strategy and fosters the intervention of the new ways of proceeding with the work that is aligned with the task requirements. Denison et al 1996 found that successful leaders facilitated flexible problem-solving and team development is there. So, therefore, in that case, it will be consultative will be there that will be flexible and the problem solving is there.

**(Refer Slide Time: 32:28)**

### Hackman and Wageman's Four aims of team coaching

- **Educational coaching** fosters the development and appropriate use of team members' knowledge and skill. Team leader coaching increases team psychological safety which in turn increases learning behaviours and improves members' skills and knowledge (Edmondson, 1999).
- 2. **Timing of coaching:** Specific elements of team coaching are most effective when carried out at specific intervals of a team's life cycle. They proposed that motivational coaching is more helpful at the beginning of a performance period, consultative coaching at the mid-point of a performance period and educational coaching when the performance activities have been completed.
- 3. **Team tasks:** For coaching to have a positive effect on team performance, it needs to focus on the most salient team performance processes for a given task.



In the educational coaching, fosters the development and appropriate use of the team members' knowledge and skill. So, team leaders coaching increases team psychological safety which in turn increases learning behaviours and improves the members' skills and knowledge. Second, is the timing of coaching, it is very, very important. There is a specific element of the team coaching are most effective when carried out at the specific intervals of a team's life cycle.

They proposed that motivational coaching is more helpful at the beginning of a performance period. So, here it is because what is happening is that in the beginning if the person is highly motivated then he will be having the high level of learning. So, consultative coaching at the mid-point of the performance period and educational coaching when the performance activities have been completed.

The team's task are for coaching to have positive effect on the team performance. It needs to focus on the more salient team performance processes for a given task is there.

**(Refer Slide Time: 33:30)**

### Hackman and Wageman's aims of team coaching

3. **Team Task (Cont.):** For example, if a team were assigned with moving materials, then the only process that is required is the level of effort that team members expend. Focusing coaching on other processes that are not needed, or are constrained, would be ineffectual and may even decrease team performance as it would redirect employees' time away from the most important process needed to complete the job successfully.
4. **Team design:** Teams need to be well structured and supported in order for competent coaching, which focuses on the three functional areas highlighted above, to be most beneficial. Poor coaching interventions aimed at poorly structured and supported teams will be more detrimental than beneficial for team performance.



87

And as a result of which we will find that is that this team task, for example, were assigned with the moving materials then the only process that is required is the level of effort that team members expand. Focusing coaching on other processes that are not needed or are constant, would be ineffectual and may even decrease from performance, as it would redirect employees time away from the most important processes which is required to do the job successfully.

This team design is very, very crucial part because it should be very well structured and supported in order of competent coaching, if the team design is not properly structured then definitely that will not be effective so which focus on three functional areas to be most beneficial. And poor coaching interventions aimed at poorly structured and supported teams that is to be avoided and will be more than the beneficial for the team performance is there.

**(Refer Slide Time: 34:28)**

### **Reich distilled five fundamental coaching roles**

1. **Consultant** (problem-focused intervention due to urgent product or process related needs)
2. **Supervisor** (problem-focussed intervention due to high authority of the coach)
3. **Instructor** (problem-focussed guidance to impact knowledge and expertise)
4. **Facilitator** (coaching as a loose, independent relation that focuses on the offer of specialized services by the coach) and
5. **Mentor** (coaching as voluntary, sometimes emotionally-related interaction that focuses on mental support, environmental protection and non-expert task-related help).



88

So, for Reich distilled five fundamental coaching roles that is the consultant, supervisor instructor and the facilitator is there and the mentor is there. So, problem focused intervention due to urgent product or process related needs. Supervisor intervention due to high authority of coach. Instructor, a problem focused guidance to impact knowledge and expertise. Facilitator, independent relation that focuses on the offer of specialized services by the coach.

And the mentor is there, voluntarily, sometimes emotionally-related interaction that focuses on the mental support, environmental protection and the non-expert task-related help is there.

**(Refer Slide Time: 35:05)**

### **Clutterbuck (2009) proposed that team coaching could be used to:**

- **Improve** some specific aspect or aspects of team performance: the coach makes sure the team are asking the right questions, at the right time, in order to achieve the shifting requirements. It also helps improve the leader's ability to manage the performance of individuals.
- **Make things happen faster:** team coaching can help a team move rapidly through the stages of development that may be hindered without a coach due to mistrust, poor communication, and avoidance of important but less obvious questions.
- **Make things happen differently:** where culture change is accompanied by individual and team coaching, the pace and depth of the change will rapidly increase by supporting people as they come to terms with new attitudes and behaviors.



89

The Clutterbuck in 2009, proposed that team coaching could be used to improve some specific aspects or aspects of the team performance and the coach make sure the team are

asking the right questions at the right time, in order to achieve these shifting requirements. It also helps improve the leader's ability to manage the performance of individuals.

Make things happen faster, can help a team move rapidly through the stages of development that may be hindered without a coach due to mistrust poor communication and avoidance and therefore it is important but less obvious questions is there. So, make things happen differently where the culture change is accompanied by the individual. And the team coaching, the pace and depth of the change will really it will be going to be there.

Rapidly increased by the supporting people and they will come to the terms with the new attitudes and the behaviours are there.

**(Refer Slide Time: 36:01)**

**Case Study: NHS South East Coast**

**Challenge**

- Coach and OD consultant Hilary Rowland was asked by Steph Hood (Director of Communication and Engagement at NHS South East Coast) to undertake team coaching with one team that was experiencing tension and frustration, and a lack of team identity, values and behavioral norms. Steph wanted the team to undertake team coaching, as she wished for something more enduring and longer term, which would pay more dividends in the long-run as opposed to team building or team facilitation. Team coaching was selected as a way to develop the team in real time and real life rather than in a one-off short fix. The team coaching inputs spanned a period of nine months.

Image Source: <https://careers.secamb.nhs.uk/>



So, on basis of this we can understand, it is the how you are coaching and the timely coaching and the interventions in the coaching are very, very important.

**(Refer Slide Time: 36:16)**

## Case Study: NHS South East Coast

### Impact of Team Coaching

- The coaching that was delivered focussed on helping the team think about how they sustained their already high performance. Initially, the team had difficulties with getting beyond the 'forming' stage of development, as there were high numbers of vacancies and high turnover rates, which meant that there was little sense of stability. The team felt disjointed and people were worried about upsetting one another. As the team had grown quickly, they had not given sufficient attention to management issues and the systems and procedures needed to function effectively. The team also seemed to suffer from a lack of confidence in its own ability, and was looking for someone to come in from the outside to help to fix it. A mixture of development techniques were used including Appreciative Inquiry, MBTI and 360 degree feedback. Though these the team became more confident and started to communicate more effectively.



SWAYAM

91

(Refer Slide Time: 36:17)

## Case Study: NHS South East Coast

- They had honest conversations and were able to identify some shared thinking and agreement on core issues. Through the 360 feedback and MBTI, they became more self-aware and more supportive of one another. 360 feedback was very effective at giving team members a chance to feed back about others in a safe and confidential environment, and also receive honest and constructive feedback themselves. This increased members' confidence by realizing what others appreciated and valued in them and their work.
- Facilitation skills were used throughout the coaching to enable discussion to flow. As a coach, it was important to remain impartial and independent and give a holistic team overview. The team had to set time aside to focus on the work. A number of benefits were noticed following the team coaching session, such as:



SWAYAM

92

(Refer Slide Time: 36:18)

### Case Study: NHS South East Coast

- a better sense of 'team' with less tension and unhappiness
- changes in recruitment and turnover so it is not the same group that the coaching began with, but the core has remained consistent
- a clear set of team values and behaviors with which to identify
- a greater sense of confidence in abilities to address issues that arise
- a greater extent of individuals taking personal responsibility
- a desire to continue developing and a willingness to engage with real issues affecting team development

#### Questions:

1. If, you were hired as team coach, what measures and strategies you have adopted to raise the confidence of team members?



93

As usual, this is the case study now which will be helping you to understand impact of the steam coaching. And if you were hired as a team coach, what measures and strategies you adopted to raise the confidence of the team members?

(Refer Slide Time: 36:29)

### Research Paper



Leadership & Organization  
Development Journal  
Vol. 31 No. 4, 2013  
pp. 344-364  
© Emerald Group Publishing Limited  
0142 779  
DOI:10.1108/LOD0820130073

#### Purpose

The goal of this study is twofold. First, we investigate the positive effect that team coaching may have on team innovation. This study was designed to advance the knowledge regarding innovation in team settings by integrating the team coaching framework proposed by Hackman and Wageman (2005). Second, building on the functional perspective of leadership, we examine the motivational and behavioral intervening mechanisms through which team coaching may exercise a positive effect on team innovation.

### Team coaching and innovation in work teams

#### An examination of the motivational and behavioral intervening mechanisms

Vincent Rousseau  
*School of Industrial Relations, University of Montreal, Montreal, Canada*  
Caroline Adde  
*Department of Management, HEC Montreal, Montreal, Canada*, and  
Sebastien Tremblay  
*School of Psychology, Université Laval, Québec, Canada*

Received 5 August 2011  
Revised 5 March 2012  
10 May 2012  
Accepted 11 May 2012



94

So, it is a very interesting question and this is the research paper. Team coaching innovation in work teams is there. Motivational and behaviour inventing mechanism.

(Refer Slide Time: 36:39)

## **Research Paper**

### **Design/methodology/approach**

Based on a multisource approach, data was gathered from 97 work teams (341 members and 97 immediate supervisors) in a public safety organization.

### **Findings**

Results of structural equation modeling analyses indicate that the relationship between team coaching and team innovation is mediated by team goal commitment and support for innovation. Specifically, team coaching has a direct effect on support for innovation and an indirect effect on this behavioral team process through team goal commitment. In turn, support for innovation may improve the implementation of successful team innovation.



95

**(Refer Slide Time: 36:42)**

## **Research Paper**

### **Practical implications**

In a global competitive context, innovation represents a key leverage to generate a competitive advantage. Team leaders who engage in coaching behaviors toward their subordinates are likely to foster innovation within their work team. Thus, organizations may benefit by designing and implementing interventions aimed at developing team leaders' coaching skills and encouraging them to consider coaching as a core managerial responsibility.

### **Originality/value**

On the whole, this study highlights the role of team coaching as a key leverage to stimulate successful innovation in work teams and the motivational and behavioral mechanisms that intervene in this relationship.



96

So, here we will find that is the how you will be having this study. It is helping us to develop the teamwork in the organization. And how different interventions have been implemented.

**(Refer Slide Time: 36:54)**

## Book Recommendation

### The Practitioner's Handbook of Team Coaching

**Authors:** Richard Boston and Andrew Armatas

**Publisher:** Routledge; 1st edition (13 May 2019)

**Language:** English

**Paperback:** 554 pages

**ISBN-10:** 1138576921

**ISBN-13:** 978-1138576926

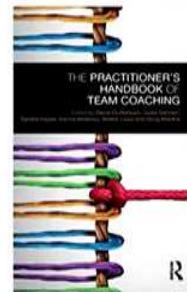


Image Source: [https://images-na.ssl-images-amazon.com/images/I/41BGFFBY3L.\\_SX333\\_BO1,204,203,200\\_.jpg](https://images-na.ssl-images-amazon.com/images/I/41BGFFBY3L._SX333_BO1,204,203,200_.jpg)

97

Finally, this is the book that is the practitioners handbook of the team coaching is there.

(Refer Slide Time: 37:04)

## Book Recommendation

The Practitioner's Handbook of Team Coaching provides a dedicated and systematic guide to some of the most fundamental issues concerning the practice of team coaching. It seeks to enhance practice through illustrating and exploring an array of contextual issues and complexities entrenched in it. The aim of the volume is to provide a comprehensive overview of the field and, furthermore, to enhance the understanding and practice of team coaching. To do so, the editorial team presents, synthesizes and integrates relevant theories, research and practices that comprise and undergird team coaching. This book is, therefore, an invaluable specialist tool for team coaches of all levels; from novice to seasoned practitioners. With team coaching assuming an even more prominent place in institutional and organizational contexts nowadays, the book is bound to become an indispensable resource for any coaching training course, as well as a continuing professional development tool.

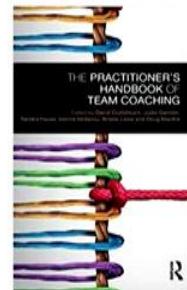


Image Source: [https://images-na.ssl-images-amazon.com/images/I/41BGFFBY3L.\\_SX333\\_BO1,204,203,200\\_.jpg](https://images-na.ssl-images-amazon.com/images/I/41BGFFBY3L._SX333_BO1,204,203,200_.jpg)

98

And from here you will get the tips that is how the steam coaching is helping you and to for the team coaches of all levels from the novice to the season practitioners. This book is helping and more prevalent place in institutional and organizational context. This book will be helpful.

(Refer Slide Time: 37:22)

## References

- Clutterbuck, D., Gannon, J., Gannon, J., Gannon, J., Gannon, J., & Gannon, J. (Eds.). (2019). *The Practitioner's Handbook of Team Coaching* (1st ed.). Routledge. <https://doi.org/10.4324/978135113054>
- Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (2015). *Leadership: Enhancing the Lessons of Experience* (8th Edition). McGraw Hill.
- Rousseau, V., Aubé, C. and Tremblay, S. (2013), "Team coaching and innovation in work teams : An examination of the motivational and behavioral intervening mechanisms", *Leadership & Organization Development Journal*, Vol. 34 No. 4, pp. 344-364. <https://doi.org/10.1108/LODJ-08-2011-0073>
- Robbins, S. P., Judge, T. A., & Vohra, N. (2016). *Organizational Behavior* (16th Edition). Pearson Education Inc.



And you can go with these particular references that is, these are the references from where this material is referred or you can go this with these references in detail. So that you can have the in depth the study for the purpose of the; for coaching in the team building is there. Thank you.

**Leadership and Team Effectiveness**  
**Prof. Santosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology – Roorkee**

**Lecture – 44**  
**Team Decision Making and Conflict Management**

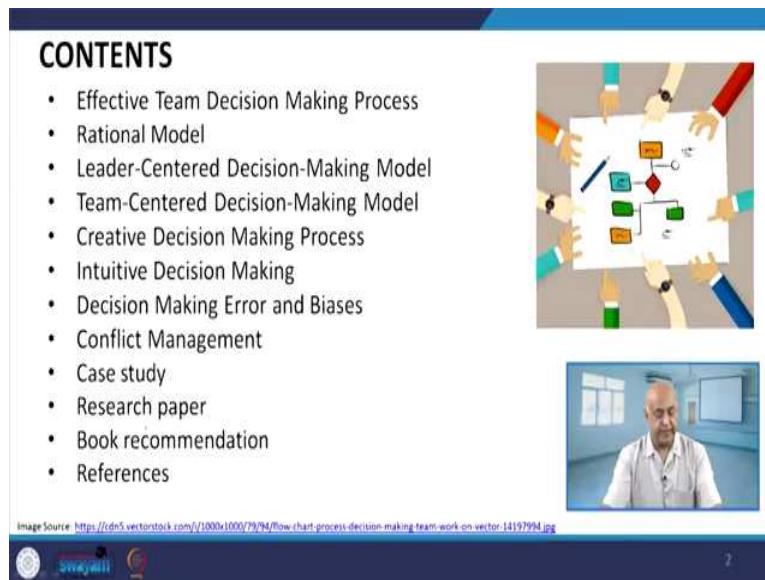
On this particular session, we will talk about the team decision-making and conflict management.

**(Refer Slide Time: 00:34)**

**CONTENTS**

- Effective Team Decision Making Process
- Rational Model
- Leader-Centered Decision-Making Model
- Team-Centered Decision-Making Model
- Creative Decision Making Process
- Intuitive Decision Making
- Decision Making Error and Biases
- Conflict Management
- Case study
- Research paper
- Book recommendation
- References

Image Source: <https://cdn5.vectorstock.com/1000x1000/79/94/flow-chart-process-decision-making-team-work-on-vector-14157994.jpg>



And under this session we will discuss about the effective team decision making process, rational model, leader-centered decision-making model, team-centered decision-making model, creative decision-making process, intuitive decision-making, decision-making errors and biases, conflict management and as usual the case study, research paper and the book recommendations.

And also references from this material is referred and also to go into the detail you will find in the references at the end.

**(Refer Slide Time: 00:57)**

## Effective Team Decision Making Process

- Teams are particularly effective in problem solving as they are comprised of people with complementary skills. These complementary skills allow team members to examine issues from various angles, as well as see the implications of their decisions from a variety of perspectives.
- Effective decision making process that can help teams solve problems and make 'good' decisions.
- In essence, teams make decisions using problem solving techniques. Thus, the process largely rests on the selection of a course of action following the evaluation of two or more alternatives. To effectively navigate this path, the following step-by-step approach can be used.



So, effective team decision making process is that is the we have talked about the team making processes and teams are the particularly effective in problem solving, as they are comprised of the people with complementary skills. Now, this is also very interesting that is when we are making the team, we have to take into consideration the personalities also. So, suppose we are taking the example of Myers Briggs Type Indicator MBTI.

And in MBTI there are the personalities which are introvert, extrovert, thinking, feeling perceiving, judging in sensing and intuition is there. So, if we are taking the extrovert person so then we are taking the sensing then thinking and judging so I. So therefore, in that case this is become ESTJ, so, they are having the different these personality traits and when different personality traits are there, they will be complimentary.

So, this complementary strength of the one will support the weakness of the other. These complementary skills allow team members to examine issues from various angles as well as see the implications for their decisions from a variety of perspectives. Effective decision-making process that can help teams solve problems and make the good decisions. Team makes decisions using problem solving technique is there.

That is a crux so, it is the rest of the selection of a course affection following the evaluation of two or more alternatives. So therefore, in that case, whenever the teams are taking the decision, they are going step by step. And then the step-by-step process will be making the evaluation. So because there are more members So therefore there will be the number of options available will be there.

And when these options are there, there will be the evaluation of these options whenever we are having this evaluating the options so, we can take the best option is there. So, it is very important that is we are taking the collective wisdom is there. And on the basis of the collective wisdom, we are taking the decision collectively and that is also step by step is there.

(Refer Slide Time: 03:03)

### Team Decision Making Process: Rational Model

- **Recognize the problem:** Teams must see and recognize that a problem exists and that a decision needs to be made to move forward.
- **Define the problem:** In this stage, teams must map out the issue at hand. During this step, teams should:
  - State how, when, and where members became aware of the problem
  - Explore different ways of viewing the problem – different ways of viewing the problem can lead to an improved understanding of the 'core' problem.
- **Gather information.** Once the problem has been defined, teams need to gather information relevant to the problem. Why do teams need to perform this step? Two reasons: (1) to verify that the problem was defined correctly in step 2; and (2) to develop alternative solutions to the problem at hand.



Now, this is a team decision making the process the rational model is there their different models are there recognize the problem identifying the problems, so, team must see and recognize that a problem exists and that a decision needs to be made to move forward is there. And therefore, in that case, whatever the problem is there that problem needs to be made the move forward is there.

So, natural decisions are to be taken, otherwise that problem will hurdle the project, the work or the goal which we want to achieve. So, we first understand that yes, there is some problem is there. Then they define the problem in this stage, teams must map out the issues at hand during these steps, teams should, for example, state how, when and where members became aware of the problem.

So therefore, in that case, it is becoming that is whether they are having this awareness of that problem or not if they are not having the awareness of problem explore different ways of viewing the problem. Different ways of viewing the problems can lead to an input understanding of the core problem. So, what is important is this? After the defining the

problem, you are together the information about those particular issues which are affecting the problem is there.

Once the problem has been defined. Teams need to get the information relevant to the problem. Why do teams need to perform this step? Two reasons, to verify that the problems were defined correctly and two to develop the alternative solutions to the problem at hand. Here I would like to mention that is the many times we are not aware of the solutions which are available.

And therefore, the secondary data, primary data that has to be collected. So, gather the information, information you can from the experts. Those who are from this particular area are disciplined, you can contact them and then take their interviews and then you can find out or there can be, the secondary data will be about that is the books, Magazines related to that particular problem or issues are there.

**(Refer Slide Time: 05:08)**

### Decision Making Process

- **Develop Alternative Solutions.** While it can be easy for teams to 'jump on' and accept the first solution, teams that are effective in problem solving take the time to explore several potential solutions to the problem. Some ways to generate alternatives include:
  - Brainstorming
  - Nominal Group Technique
  - Delphi Technique
- **Select the BEST alternative.** Once all the alternatives are in, the team needs to determine the alternative that best addresses the problem at hand. For this element to be effective, you need to consider both rational and human elements.



And develop the alternative solutions, so, while it can be easy for teams to jump on and accept the first solution, teams that are effective in problem solving take the time to explore several potential solutions to the problem. So, many times it is any one particular solution will be appearing that is yes. This is the best solution but do not jump on that rather than please evaluate the rest of the alternative solutions also.

So, some ways to generate the alternatives include the brainstorming session. So, the all the relevant experts on that particular topic they will be there. Nominal group techniques will be

there. So therefore, in that case, a committee can be formed and then on basis of that the committee or that nominal group now will be responsible to find out the solution for that particular problem is there.

Other Delphi technique will be there yes or no and then whatever will be the yes. then accordingly, we will follow and ultimately reach to the solution. So, you will be having after a different number of solutions and select the best alternative is there. So once all the alternatives are in the team needs to be determine the alternative that best address the problem at hand.

For this element to be effective, you need to consider both rational and human elements are there. So there, what will be the best alternative? For example, if you are talking about the detachment of manpower, somebody may say it is the overnight of we have to retrace the event power. Somebody will say no, three months are to be taken to retain to the manpower is there.

Now, here which will be the best solution for some of you it might be the immediately change the main power by giving them three months notice or paid our money and for some of the you that may be no, we have to give some money to them. And then let us see whether it will be survived or not survived and then we will decide about whether we should go for a particular solution or not.

(Refer Slide Time: 06:9)

### Decision Making Process

- **Implement the best alternative:** Once the alternative has been chosen, the team needs to implement its decision. This requires effective planning as well as communicating the decision to all the stakeholders that may be impacted by this decision.
- **Evaluate the outcome:** Remember that teams and team building is a learning process. It is critical that the team examine whether the proposed plans of action were achieved in an effective way and resulted in positive outcomes.

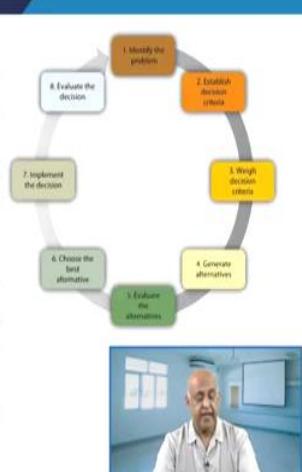


Image Source: <https://open.lib.umn.edu/fapp1/pdfunits/fates/5/2015/01/31/8a657982400a0414a0f5c215fd.jpg>

Then, after selecting the best solution, implement the best solution. And when once the alternatives have been chosen, the team needs to implement its decision is there. That is okay after the identifying problems, making the solutions then deciding about the best solution and now the implementation of the solution is there. So, this requires effective planning, as well as communicating the decision to all the stakeholders that may be impacted by this particular decision is there.

This is very, very important. That is if we are making this communication to the all the stakeholders to whom this decision is going to be affected and therefore, in that case we can get their feedback. What is their opinion? And then, if there is a need for correct action, we can do the corrective action also. Evaluate the outcome, remember that teams and team building is a learning process.

It is critical that the team examine whether the proposed plans of action were achieved in an effective way and resulted in perspective outcome is there or not. So therefore, in that case it whatever decisions are taken, so, whether they it is the positive outcome or it is not a positive outcome there. So, if we evaluate the outcome, it will give a clear-cut idea. Whether the solution which have been obtained, whether that solution is the appropriate or it is not appropriate is there.

So, by identifying the problem, establishing the decision criteria, weighing them, generating the alternative, selecting the evaluate the alternative, choose the best alternative, choose the whatever the best alternative has been selected then you are making the implement of that. And in implementation there might be certain problems. So therefore, you evaluate the decision and then finally.

If you find out that is the after, this is a rational model, logical model and very popular model is there. And then finally, if you find out, it is yes, whatever has been selected. That is the best one. As per their guidance is concerned then definitely you will be able to find out the the best solution to be implemented.

**(Refer Slide Time: 09:09)**

## Brainstorming

- Originally adopted by Alex Osborn in 1938 in an American Company. According to him, brainstorming means using the brain to storm the problem.
- **Four Basic Guidelines:**
  - 1) Generate as many ideas as possible.
  - 2) Be creative, freewheeling, & imaginative.
  - 3) Build upon piggybank, extend or combine earlier ideas.
  - 4) Withhold criticism of others' ideas.
- **Two underlying principles:**
  - 1) Deferred Judgment, by which all ideas are encouraged without criticism.
  - 2) Quantity breeds quality



Brainstorming so originally adopted by the Alex Osborn in 1938 in an American company. According to him, brainstorming means using the brain to storm the problem. So therefore, four basic guidelines are there. So, generate as many ideas as possible. be creative, freewheeling and the imaginative is there. Build upon the piggybank, extended or the combine earlier ideas and the withhold criticism of others ideas are there.

So therefore, in that case, these basically whenever because this is different. So, every methodology or which has been used to identify the solution, so, earlier we have talked about the rational model. But here it is the group of people they will be having this he full freeness for the whatever the ideas come in their mind and they will be in their brain. They will be discussing about those ideas are there.

And then definitely those ideas will be evaluated and with all the criticism of others' ideas. Two underlying principles for this brainstorming is deferred judgment by which all ideas are encouraged without criticism and the quantity breeds the quality. So therefore, in that case, this is important. Ultimately, what is important is that that you should be able to give the result. The result is important and this quantity believes the quality means.

Unless and until you will not take the decisions, how you will reset the quality of decisions. So, decisions are to be taken as soon as you get this opportunity to identify the problem and provide the solutions are there. In the brainstorming sessions normally those who are experienced one, they are giving the very right solutions are there and we can take them into consideration.

(Refer Slide Time: 10:57)

**Nominal Group Technique (NGT)** (Delbecq, Van de Ven and Gustafson, 1975)

- A generic name for face-to-face group techniques in which instructions are given to group members not to interact with each other except at specific steps in the process.

**Process:**

- Members brought together & presented the problem.
- Each member develops solution / ideas independently & writes them on cards.
- All present their ideas in a round-robin procedure.
- Brief time is allotted to clarify ideas, after the presentation by all.
- Group members individually rank their preferences for the best alternatives by secret ballot.
- Group decision is announced based on this ranking.



SWAYAM

Then next method is the nominal group technique is there. So Delbecq Van de Ven and Gustafson in 1975 is given about this particular nominal group technique, a generic name for face-to-face group technique in which instructions are given to the group members not to interact with each other, except at specific steps in the process is there. And what will be the process? Members brought together and presented the problem.

Each member develops solution/ideas independently and writes them on cards. All present their ideas in a round-robin procedure. So therefore, in that case, this will be a very-very important aspect that is the how we are going for these particular members. And therefore, each member, whoever is given that particular idea that will be discussed, will discuss it will be discussion will be there.

But this is by the; it is not the fray. Well, free well it is on the basis of that particular nominated group only and that is why it is called the nominal group technique is there. So, brief time is allotted to clarify ideas, after the presentation by all. Group members individually rank their preferences for the best alternative by secret ballot. And group decision is announced based on this particular ranking is there.

So therefore, this group decision is becoming very-very important issue whenever we are talking about the taking the decisions by this particular group because it will be in the discussion on the basis of the clarifying the ideas. So therefore, each group will be having the

ideas. A common problem is given. They will make the presentations; the presentations will be violated and then this will be checked whether the solution is possible or not.

(Refer Slide Time: 12:48)

### Delphi Technique

- "Delphi" is a place, where the ancient Greeks used to pray for information about the future.
- In this technique, members selected are experts, & scattered over large distances, having no face-to-face interaction for decision-making.
- The effectiveness of the technique depends on the adequate time, participants' expertise, communication skills, & motivation of the members.

**Process:**

1. The problem is identified and a set of questions (a questionnaire) are built relating to the problem. Experts in the problem area are identified and contacted, to whom the questionnaire is sent.
2. They anonymously and independently answers the questions and sends it back to the central coordinator.



Delphi is a place where the ancient Greeks used to pray for the information about the future. In this technique, member selected are experts and scattered over the large distances, having no face-to-face interaction for decision-making. While in the earliest technique we have seen it was a face-to-face discussion was there. The effectiveness of the technique depends on the adequate time, participants, expertise, communication, skills.

And motivation of the members is there. So therefore, this particular Delphi technique it will be useful only when there is the adequate time is there. So, those who are the experts they are having sufficient time to look into the problem, discuss the problem and provide the solution. Participants, expertise are there those who will be looking for this particular problem and issues and then they will be able to see from the perspective of their own field.

And accordingly, they will communicate and motivate to the members. In the Delphi technique process how to do that? The problem is identified in a set of questions. A questionnaire is built relating to the problem. Experts in the problem are identified and contacted to whom the questionnaire is sent. They anonymously independently answer the questions and sends it back to the central coordinator is there.

And therefore, in that case, this is a very, very comfortable technique is there. And therefore, experts are that is the questionnaire will be sent and on the basis of the questionnaire, they

will be responding and they whatever these but it is anonymous, an independent. So therefore, nobody knows that who has given the what sol solution or of what is in the minds of the others are there?

Because many times the decisions are negative. And therefore, it should not be having this particular idea that who has given this particular solution? So therefore, it will be anonymously discussed.

**(Refer Slide Time: 14:42)**

### Delphi Technique

4. These responses are compiled and analyzed and on their basis, a second questionnaire is developed, which is mailed back to participating members to comment, suggest and answer the questions, possibly generating new ideas.
5. The responses to this second questionnaire are compiled and analyzed and if a consensus has not been reached, then a third questionnaire is developed, pinpointing the issue and unresolved areas of concern.
6. The above process is repeated until a consensus is obtained. Then the final decision is taken.

Image Source: [https://miro.medium.com/max/1838.0/1NyxISyvqduff\\_1b](https://miro.medium.com/max/1838.0/1NyxISyvqduff_1b)

These responses are compiled and analyzed in on their basis. The second questionnaire is developed on the basis of the first second question I will be told which is mailed back to the participating members to come and suggest and answer the questions possibly generating new ideas are there, So, there will be the certain questions and answers that is related to the new ideas to be generated and here those who are already who are the part of this particular process.

So, they will not be getting the any comment or suggestion unless and until that it is becoming very relevant is there. So, because these responses are new and therefore new ideas will come and the second questionnaire are compiled and analyzed and so on. The basis of the first idea, first brainstorming session you can say the pilot study. Now, we are having the second question higher and this is more structured.

So, consensus has not been this then. The third questionnaire is developed by pinpointing the issues and resolve the ideas of consensus because the it was not connected like earlier. So,

here what will be that third question IR will be developed where all the issues raised by the first and second respondents and the experts that will be accumulated. The above process is repeated until a consistency is obtained and then the final decision is taken.

And therefore, this process of collecting the data sending the questionnaire taking the responses and of identifying their reviews. So, unless and until we do not have the consciences then definitely there will be no final decision will be taken. But yes, if we develop the consensus then there will be the final decision will be taken. So, this is the questionnaire analysis and the reform is there of the questions.

(Refer Slide Time: 16:32)

### Leader-Centered Decision-Making Model

The leader exercises his or her power to initiate, direct, drive, instruct, and control team members. To be successful, the leader should:

- Focus on task
- Ignore personal feelings and relationships
- Seek opinions
- Get agreement
- Make final decisions
- Stay in control
- Stop disruptions
- Discourage members from expressing their feelings
- Keep it rational
- Guard against threats to his or her authority



SWAYAM

Some of the questions will be done and done by the team members. Leaders-Centered decision-making model is there, so, this is a very common practice. The leader exercises these are her power to initiate direct drive, instruct and control team members is there. So therefore, in that case, what happens that is, he identifies any problem in the society in the organization? And then he initiates then he directs and that a particular data instruction will be given to the control team members are there.

So, what leader should do? That you should focus on the task, ignore personal feelings and relationships and no biases, seek opinions of all, get agreement so that the work can be done. Make final decisions that is when they will start the work and end the work, stay in control. So therefore, in that case, there will be no deviations. Stop disruptions, as we are into the control sooners' deceptions will be there.

Discourage members from expressing their feelings, keep it rational and the guard against threats to his or her authority is there. So therefore, in that case, every member is having certain authority. He is the master of his solution and whenever he is going for this master of his solution. Then definitely he will be looking for the that there should not be any threat. So that his authority should be intact.

So, maybe that is his opinion structure. His design may be, the profitable or may not be profitable but ultimately it is very important that is the we do not have the threat for that particular guard and therefore we are having the full authority for that is used by that particular person is there. Now, in this case the difference between the brainstorming and other sessions is there is a leader.

Leader is purely made, initiate direct drive instruct and the control so, team members are there. So therefore, in that case, the leader exercises that is his power and whenever he is exercising his power, so, he will give the direction also to the solutions to the problems. That was a team-based leader base.

**(Refer Slide Time: 18:41)**

### Team-Centered Decision-Making Model

Empowers team members to make decisions and follow through. To be successful, the team leader should:

- Listen attentively
- Watch for nonverbal cues
- Be aware of members':
  - Feelings
  - Needs
  - Interactions
  - Conflict
- Serve as a consultant, advisor, teacher, and facilitator
- Model appropriate leadership behaviors
- Relinquish control to the team
- Allow the team to make final decisions



12

Now, we will talk about the team-centered decision-making model is there. So, empowers team members to make decisions and follow through to be successful and team leaders should listen very attentively. Whatever the leader is saying, other team members are saying and that the team member should have the clarity, the clarity of thought is important. And that is why they will be listen alternatively.

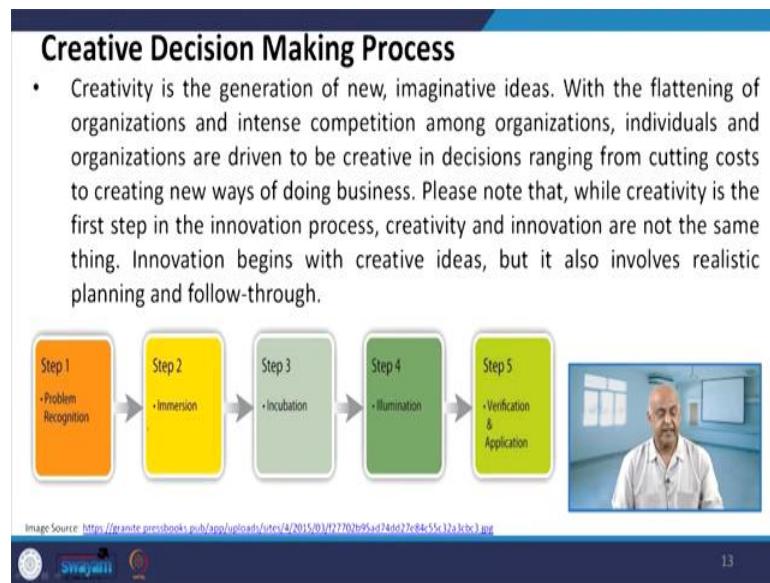
Watch for the non-verbal cues, now this is very important that is, this is not only for the verbal cues are there, so, whatever has been said but the body movement the hand, movements leg movements. So therefore, in that case that is nonverbal cues. That has to be also captured and judge. Be aware of members, there is a feeling, needs, interaction and conflict is there.

So therefore, it will be very common that they will be in the feelings they will be having certain needs and naturally they will require certain interactions and whenever there will be interaction, there will be the conflict is there. Now, team member serve as a consultant advisor, teacher and facilitators are all are forming the team is there. Model appropriate leadership, behaviours will be there and the relinquish control to the team is there.

So, allow the team to make the final decisions is there. So, earlier it was a leader who was making this decision about a particular problem and providing the solution. Here it is a team-centered decision is there. Where the leader is taking this particular decision and on the basis of this team-centered decision, the team members are very active and cooperative and as a result of which the all-team members they are allowing each other to take the final decision is there.

Here because all stakeholders have been considered so, there will be the always chances that is your decision will be better and helpful for the taking of the solution.

**(Refer Slide Time: 20:36)**



The next is the creative decision-making process is there. So, problem identification, recognition, immersion, incubation, illumination and verification and application, so, these are the five steps will be there. So, creativity is the generation of imaginative ideas with the flattening of the organizations and intense competition among organizations. Individuals and organizations are driven to the creative in decisions ranging from the cutting the cost.

So, this is the most important aspect that is they start with the cutting the cost, is there. So that there can be the ROI, satisfactory ROI and creating the new ways of doing the business. Please note that while creativity is the first step in the innovation or process, creativity and innovations are not the same thing. So, innovation begin with the creative ideas but it also involves realistic planning and the follow through is there.

So therefore, on the basis of this, this is not the totally very imaginative rather than this is practical and that is the step one will be problem, recognition, immersion will be there, incubation will be done, illumination will be done and verification and application will be done. So, all these five steps which is required to be judged so, these five steps that the that will be decided by the this all on the group members team members.

Those who are going for this particular type of the decisions are there. So, creativity that has to be encouraged because ultimately, nowadays the Buzz Mantra is that is the do the business differently, do the same business but differently and now indifferently that creativity is required. The simple example may be use of technology. So, when you are using the technology then you are using the something new and that will be helpful for the performing.

But in the case, whenever there is not a proper conception of the ideas it is called the incubation. Then definitely this method will be a threat.

**(Refer Slide Time: 22:35)**

## Creative Decision Making Process

1. **Problem identification:** which is the step in which the need for problem solving becomes apparent. If you do not recognize that you have a problem, it is impossible to solve it.
2. **Immersion** is the step in which the decision maker thinks about the problem consciously and gathers information. A key to success in creative decision making is having or acquiring expertise in the area being studied.
3. Then, **Incubation** occurs. During incubation, the individual sets the problem aside and does not think about it for a while.
4. Then comes **illumination** or the insight moment, when the solution to the problem becomes apparent to the person, usually when it is least expected.
5. Finally, the **verification and application** stage happens when the decision maker consciously verifies the feasibility of the solution and implements the decision.



14

Next is the creative decision-making process problem identification which is a step in which the need to be problem solving becomes apparent. If you do not recognize that you have a problem, it is impossible to solve it. So, acceptance that I am having certain problem and that is very-very important, is there. Immersion, is a step in which the decision maker thinks about the problem consciously and gathers information.

A key to success in creative decision making is having or acquiring the expertise in the area being studied. This is a big challenge is there. So, immersion is required where the all these gen makers, they are having that particular academic background. So therefore, that economic background of knowledge of that body of knowledge that will help the team members to take a decision and then incubation process occurs.

During incubation the individuals sets the problem aside and does not think about it for a while is there. So, there in the incubation. So, the you are allowed all you are allowing the concept to that particular grow and then you will find out this solution. So, these comes illuminations are the inside moments when the solution to the problem becomes apparent to the person. So, the usually when it is the test expected, is there.

So therefore, that is an illumination only. That is not the reality. Finally, the verification and application stages are happening when the decision maker consciously verifies the feasibility of the solution and implements the decision is there. So that feasibility of the solution will be possible only when that is this particular decision maker. He is consciously verifying, the

feasibility because in all these steps you will see from the problem identification to the verification application.

It is very important that is the conditions in which you are working. That has to be very strong.

(Refer Slide Time: 24:32)

### Bounded Rationality Model

The bounded rationality model of decision making recognizes the limitations of our decision-making processes. According to this model, individuals knowingly limit their options to a manageable set and choose the best alternative without conducting an exhaustive search for alternatives. An important part of the bounded rationality approach is the tendency to **satisfice**, which refers to accepting the first alternative that meets your minimum criteria.

For example, many college graduates do not conduct a national or international search for potential job openings; instead, they focus their search on a limited geographic area and tend to accept the first offer in their chosen area, even if it may not be the ideal job situation.



15

Bounded rationality model is there, the boundary rationality model of decision making recognizes the limitations of our decision-making processes. According to this model, individuals knowingly limit their options to a manageable set. So therefore, they saying that is if there are ten options or they were, they would like to work in the seven set and choose the best alternative.

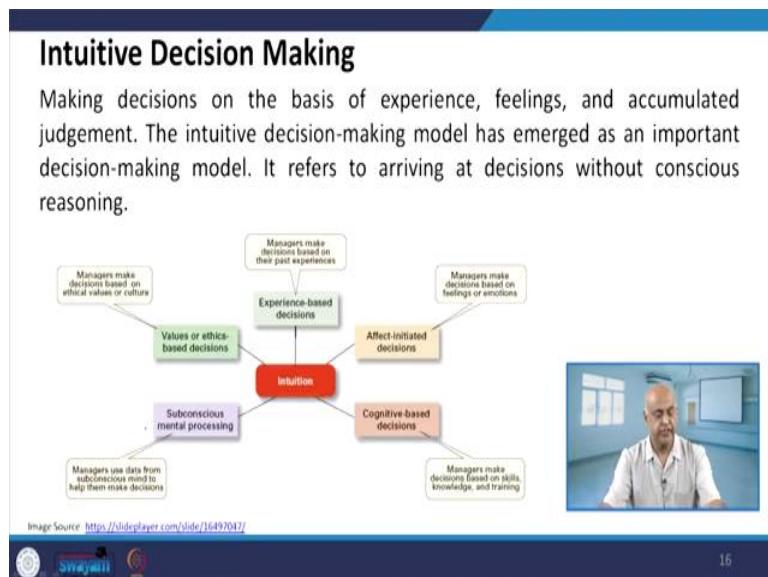
Without conducting an exhaustive search for alternatives is there a very interesting model. And therefore, limitations of this decision-making process is this that is the eight is it is the best alternative which is available. And important part of this bounded rationality approach is the tendency to satisfy which refers to the accepting the first alternative that meets you minimum criteria.

And therefore, in that case, in the both ways it is the in spite of it what is your source is there. Irrespective of that it is the selection of the solution that will be having the satisfying the alternatives that has been selected. An example is given here many college graduates do not conduct a national or international search for potential job openings and instead they focus as such on a limited geographic area.

And tend to accept the first offer in their chosen area, even if it may not be the ideal job situation is there. So, this is the reality which is happening. And therefore, in that case that is the any institute which is not having these the perfect seats. So, what it does that is, it is the first offer, in their chosen area is there. So, whatever the first of offer is there and then on basis of that first offer that the selection has been done, even though it may not be the ideal job situation is there.

So, many organizations because they have to take that particular decision and they go for the particular decision that is the bounded decision is there.

**(Refer Slide Time: 26:35)**



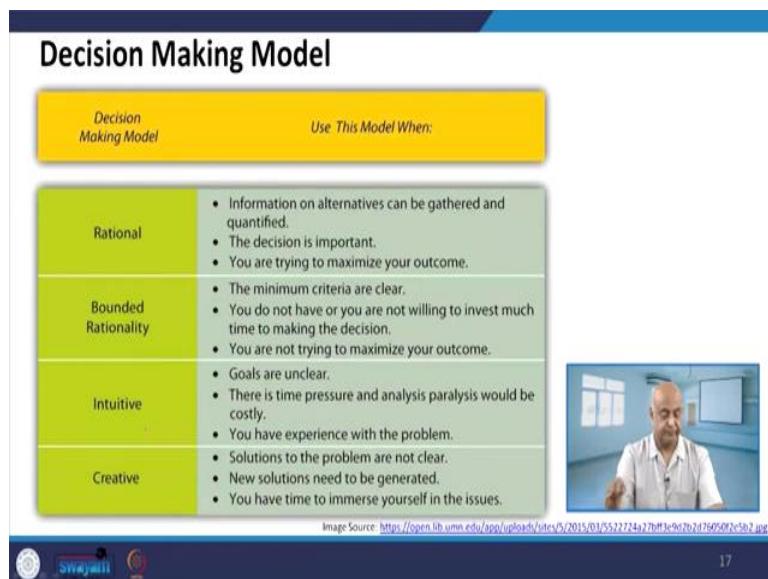
Now, intuitive decision making is there. So, making the decisions on the basis of the experience, feelings and accumulated judgment. The intuitive decision-making model has immersed is an important decision making model it refers to arriving at decisions without conscious reasoning is there. So, managers make the decisions based on their ethical values or culture, managers make decisions based on their past experiences, managers make decisions based on feelings and emotions.

And makes a decision based on skills, knowledge and training is there. Managers use data from the subconscious mind to help them make the decisions. So therefore, in that case, whenever managers are supporting their team members to take the decisions, it is based on the intuition. It is not based on the rationality or the logical is there. It is it depends on the individuals. What are the value systems are there?

How they are the mind is affected by these, their managers, feelings are emotions are there. Managers that whatever the skill, knowledge and ability they are having that is a cognitive based decision are there. So, knowledge, attitude, skills there, so, they are playing the very-very important role in taking the decisions are there. They are data from this the subconscious mind and therefore subconscious mind pattern that has been also used.

And experience the best decisions are there. So, naturally, whoever is leader he will like to take the decision on the basis of his experience is there. So, it is becoming very-very important. That is all decision, making models that will be applicable that will work through the intuition is there.

**(Refer Slide Time: 28:19)**



So, decision making models we what we have talked about that is about the rational, bounded rationality, intuitive and creative is there. Informational alternatives that can gather and quantified, the decision is important. And you are trying to maximize your outcome is there. The minimum criteria are clear. You do not on your not willing to invest much time to making the decisions.

So, boundary rationality in this here then you use this particular model. Goals are if clear, there is time pressure and analysis, paralysis would be costly. So, you have experience with the problem. So, go for the intuitive and whenever solutions to the problem are not clear, new solutions need to be generated. Your time tumours out in the issues are there.

**(Refer Slide Time: 29:07)**

## Decision Making Errors and Biases

- **Heuristics:** Using “rules of thumb” to simplify decision making.
- **Overconfidence Bias:** Holding unrealistically positive views of one's self and one's performance.
- **Immediate Gratification Bias:** Choosing alternatives that offer immediate rewards and that to avoid immediate costs.
- **Anchoring Effect:** Fixating on initial information and ignoring subsequent information.
- **Selective Perception:** Selecting organizing and interpreting events based on the decision maker's biased perceptions.



Image Source: [https://player.slideplayer.com/96/16497047/index/slide\\_14.jpg](https://player.slideplayer.com/96/16497047/index/slide_14.jpg)

18

Now, what will be the errors and biases, so, heuristic, using “rules of thumb” to simplify decision making. Overconfidence biases, unrealistically positive views of one's self and one's performance. Immediate gratification, bias, anchoring affect is there and selective perception will be there. And therefore, choosing the alternatives it offer immediate bias rewards and to provide threat to the cost that is to be avoided. In the case of this decision, making biases is there.

(Refer Slide Time: 29:40)

## Decision Making Errors and Biases

- **Framing Bias:** Selecting and highlighting certain aspects of a situation while ignoring other aspects.
- **Availability Bias:** Losing decision-making objectivity by focusing on the most recent events.
- **Representation Bias:** Drawing analogies and seeing identical situations when none exist.
- **Sunk Costs Errors:** Forgetting that current actions cannot influence past events and relate only to future consequences.
- **Self-Serving Bias:** Taking quick credit for successes and blaming outside factors for failures.
- **Hindsight Bias:** Mistakenly believing that an event could have been predicted once the actual outcome is known (after-the-fact).

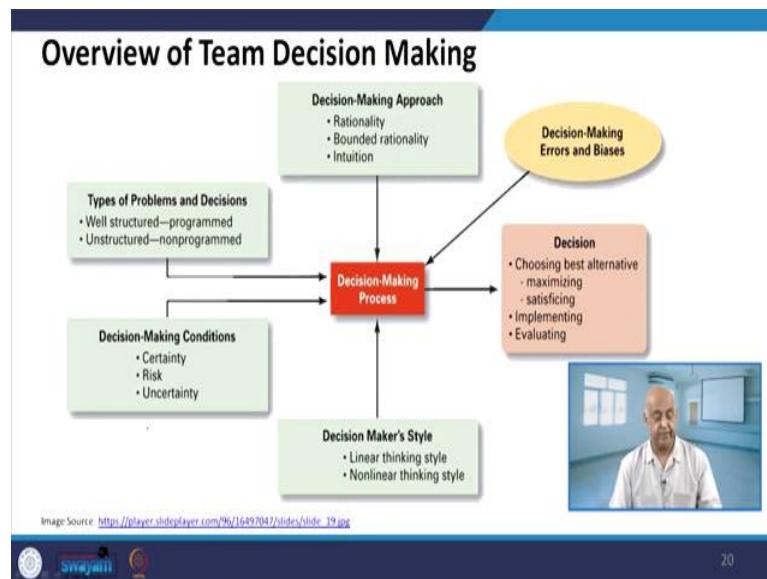


19

Now, there are the framing biases this is there. Certain aspects of situation while ignore the other aspects. Availability bias is there. There is a losing the decision-making objectives by focusing on the most recent events. Representation Biasness is there that is a drawing analogy and seeing identical situations. And then therefore, on the base of that we take the decision, sunk costs error is there.

Current actions they cannot influence past events and relate only to the future consequences. So therefore, that will be the sunk costs error. Self-serving bias will be there is us taking quick credit for success and blaming outside factors for failures. Hindsight bias is that an event could have been predicted once the actual outcome is known.

**(Refer Slide Time: 30:25)**



So, here, whenever we are going by this particular bias need so finally, we are taking this the overview of team decision making is there. Rationality, boundary rationality and intuition is there. Then we are taking about decision making types of problems and decisions well structured and unstructured are there. Decision making conditions are the certainty, risk and uncertainty is there in which is a situation you are taking the decision.

The decision makers style is the linear thinking style or the non-linear thinking style. So, it will be totally depended on the decision maker. Decision best alternative is maximizing satisfaction implementing or the evaluating is there.

**(Refer Slide Time: 31:09)**

## What is Conflict?

- Conflict occurs when opposing parties have interests or goals that appear to be incompatible. There are a variety of sources of conflict in team, committee, work group, and organizational settings. For example, conflict can occur when group or team members;
  - have strong differences in values, beliefs, or goals;
  - have high levels of task or lateral interdependence;
  - are competing for scarce resources or rewards;
  - are under high levels of stress; or
  - face uncertain or incompatible demands—that is, role ambiguity and role conflict.

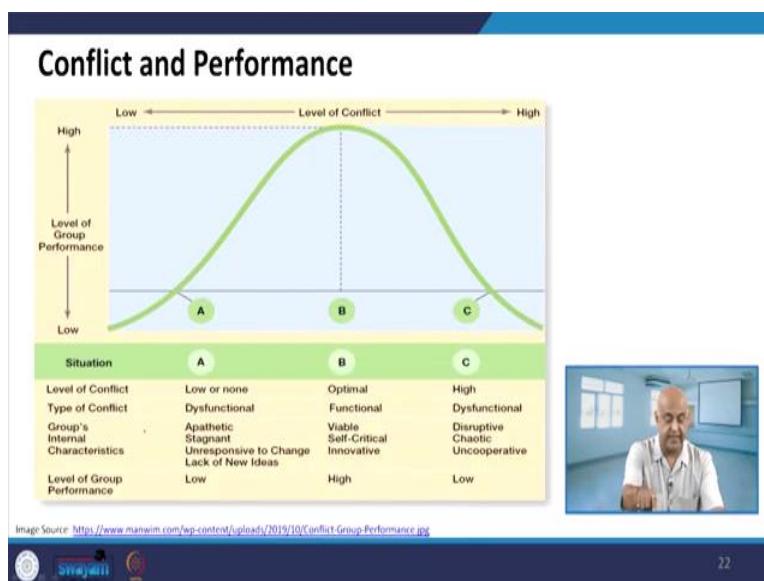


21

Now, whenever we are talking about the conflict, so, conflict occurs when opposing parties of interest or goals that appear to be the incompatible. And therefore, in that case, conflict can occur within a group or team members. So, we have to classify that is what type of these you are having the conflict. Strong degree are the high levels competing for scarce resources under high levels of stress as the face uncertainty is there.

So, conflict can also occur when leaders act in a manner inconsistent with the vision and goals, they have articulated in the organizations is there.

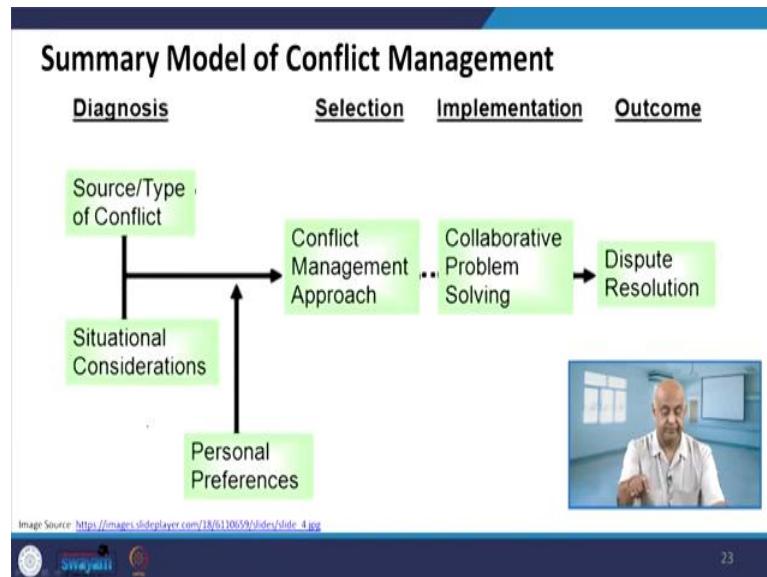
(Refer Slide Time: 31:41)



Here, we will talk about the low level in high level of group performance. So therefore, in that case it is the level of conflict which group level performance is low, it is low. It is going high then it is going low. So therefore, in that case, conflict and performance will be decided

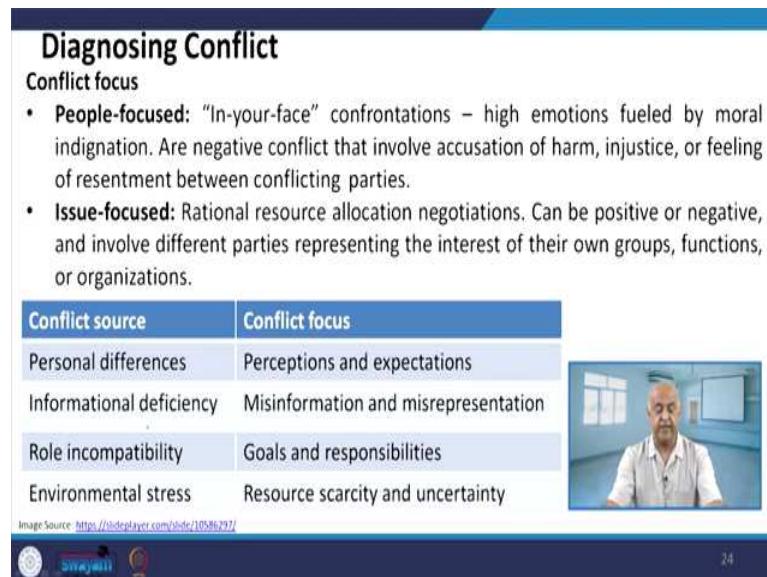
on the basis of like this curve. That is at what stage is the level of conflict is there and which type of the conflict it will be called.

(Refer Slide Time: 32:08)



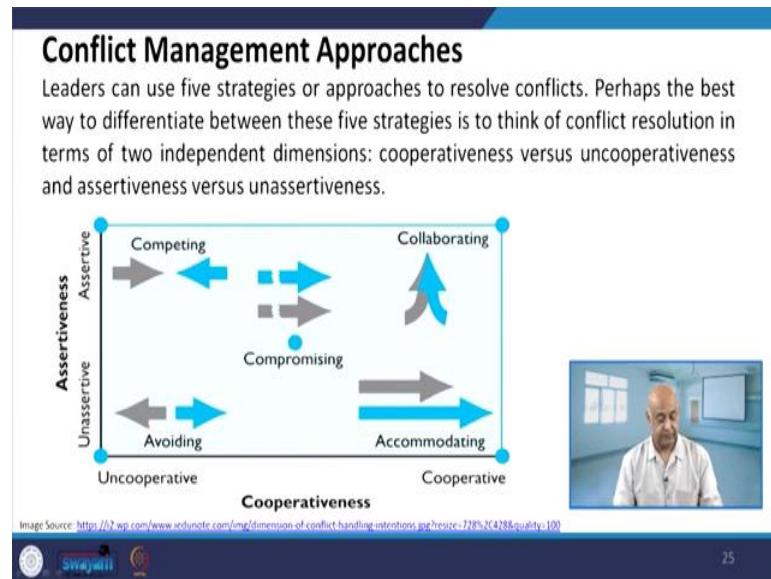
So, suppose in the team building if conflict arises so, step of conflict situational consideration, personal preferences, conflict management, collaborative problem solving and the dispute resolutions will be there.

(Refer Slide Time: 32:31)



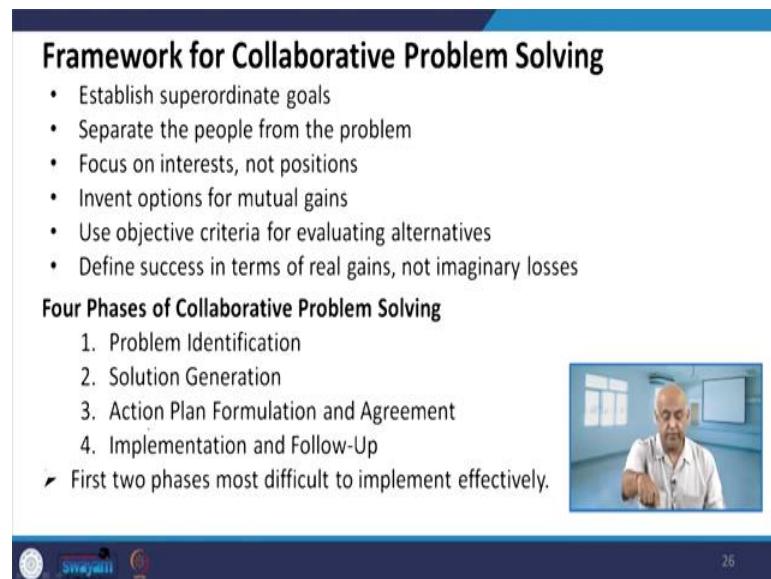
What is important is you should be able to diagnose the conflicts and the people focused and the issue focused are there. Conflict, source and conflict focus is their personal differences what are the sources informational deficiency role in compatibility or the it may be related to the perception and expectations, manifestation and misrepresentation, goals and responsibilities. So that can be the diagnosing the conflicts may be there.

(Refer Slide Time: 32:44)



So, it will be the avoiding if it is uncooperative is low, assertiveness is low, avoiding is there or it can be the competing compromising collaborating and the accommodating is there. Depending on the assertiveness and the cooperativeness is there.

(Refer Slide Time: 33:03)



(Refer Slide Time: 33:07)

### **Case Study: Computerized Decision Making**

- As you saw in the opening vignette, computerized decision making has really taken off in recent years. Some have blamed the financial crisis that began in 2007–2008 on excessive reliance on these computerized decision-making models. Lending officers who used to make individualized decisions about credit worthiness through personal judgment were replaced by computerized and statistical models, which resulted in mechanistic decision making. As a result, large numbers of decisions were tied to a common set of assumptions, and when those assumptions proved to be wrong, the entire credit system fell apart and the economy faltered.
- Besides the use of computerized decision models, the use of computerized systems like Twitter for information sharing and the burgeoning number of computer “apps” may be leading to information overload, so facts and figures replace analysis and thought in making human decisions. Eric Kessler from Pace University’s Lubin School of Business notes, “What starts driving decisions is the urgent rather than the important”.



27

So, this will be the quality of collaborative problem solving and on basis of this, we will be able to resolve the conflicts is there.

**(Refer Slide Time: 33:16)**

### **Case Study: Cont.**

Researchers have begun to find that people using too much information actually make worse decisions than people with less information, or they get so swamped in information that they are unable to reach a decision at all. Computer decision models do present certain advantages. Computers are capable of amassing and compiling enormous amounts of data and using them to spot trends and patterns a human observer would simply never see. Computers also are not prone to emotional decision making or falling into the heuristics and biases we discussed in this chapter. Finally, computerized decision making systems are generally faster than human beings. However, computer decision-making systems have certain faults that might severely constrain their usefulness. Although computers can grind through masses of data, they are not capable of intuition or creative thought. As scholar Amar Bhidé notes, “An innovator cannot simply rely on historical patterns in placing bets on future opportunities.”



28

**(Refer Slide Time: 33:17)**

### Case Study: Cont.

People are much more likely to spot opportunities that lie just beyond what the data can tell us directly. Also, groups of people working in collaboration can discuss and question assumptions and conclusions. Computers cannot actively consider whether their programming makes sense or adapt automatically when values changes.

#### Questions:

**Q1.** What are the specific advantages of using computerized decision making? How can computers be better decision makers than humans?

**Q2.** Are there advantages to completely disconnecting from the wired world when possible? What can you do to try to retain your ability to focus and process information deeply?

**Q3.** What are the weaknesses of using computers as decision tools? Are computers likely to have any specific problems in making decisions that people wouldn't have?



29

So, this is a case study as usual which we discussed and please solve the questions given at the end of the case study.

(Refer Slide Time: 33:20)

### Research Paper



Team Performance Management  
Vol. 11 No. 1/2, 2005  
pp. 40-50  
© Emerald Group Publishing Ltd  
1352 7592  
DOI: 10.1108/13527590510684311

### Improving team decision-making performance with collaborative modeling

Arthur B. Jeffery and Jeanne D. Maes  
*Department of Management, University of South Alabama,  
Mobile, Alabama, USA, and*  
Mary F. Bratton-Jeffery  
*Headquarters, US Navy Education and Training Command,  
NAS Pensacola, Florida, USA*

#### Purpose

This article aims to examine considerations and strategies for improving team performance in decision-making by teaching teams to use collaborative modeling based on team mental models. In this paper authors' examined collaborative modeling in the context of improving team decision-making performance and offer five imperatives for successful team collaboration.



30

And this is a research paper improving the team decision making performance with the collaborative modelling is there.

(Refer Slide Time: 33:25)

## Research Paper

### Design/methodology/approach

The article describes the nature of shared mental models and collaborative modeling, the potential effects of collaborative modeling on team performance, and a perspective on communication imperatives that facilitate collaborative modeling. The article builds upon this information to suggest five imperatives for teams to help them develop collaborative modeling skills.

### Findings

The article offers strategies in the form of five imperatives for teams to observe in order to build skills in collaborative modeling and improve team performance by improving team members' ability to effect collaborative modeling to accomplish team tasks and goals.



(Refer Slide Time: 33:29)

## Research Paper

### Originality/value

Research over the years in mental modeling and communication has created a powerful argument that effective communication and shared mental models improves team performance. However there is little about application of this concept in the literature. The next step for researchers is to develop application models for collaborative modeling and test those models through empirical research. This paper offers an application model based on imperatives to be observed by decision-making teams in order to facilitate the creation of shared mental models of team tasks and processes.



(Refer Slide Time: 33:31)

## Book Recommendation

### Moving Out of the Box: Tools for Team Decision Making

Authors: Jana M. Kemp

Publisher: Stanford University Press (8 July 2009)

Language: English

Paperback: 184 pages

ISBN-10: 0804762465

ISBN-13: 978-0804762465

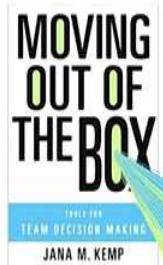


Image Source: [https://images-na.ssl-images-amazon.com/images/I/418EPb1ISUL.\\_SX329\\_BO1,204,203,200.jpg](https://images-na.ssl-images-amazon.com/images/I/418EPb1ISUL._SX329_BO1,204,203,200.jpg)

33

And this is the design, methodology, approach and findings about this particular research paper. And finally, this is the book moving out of the box which you can refer for tools for the team decision making is there.

(Refer Slide Time: 33:42)

## Book Recommendation

The book argues that making good decisions involves expansive group conversation that leads to sound conclusions and swift execution. This sounds simple, but in many organizations, making a decision and seeing it through can become an exercise in frustration for managers and employees alike. At one end of the spectrum are "command-and-control" decisions, proclaimed from on-high and implemented through the ranks without input or buy-in from those affected by the decision. This approach can lead to resentment and backlash. At the other end are purely collaborative, consensus-driven decisions that often lead to inoffensive, weak choices and sub-par results.

Moving Out of the Box shows that there is a time for consensus, a time for command-and-control, and a time to integrate both approaches. Providing examples of successes and failures, the text identifies five decision-making profiles—antisocial, boxed-in, neutral, engaged enthusiasm, extreme excitement—to help you position yourself in relation to your teammates, facilitate discussion, and steer your group toward the most effective end point.



Image Source: [https://images-na.ssl-images-amazon.com/images/I/418EPb1ISUL.\\_SX329\\_BO1,204,203,200.jpg](https://images-na.ssl-images-amazon.com/images/I/418EPb1ISUL._SX329_BO1,204,203,200.jpg)

34

And there are different models which have been suggested you can take the basis on these particular readings.

(Refer Slide Time: 33:47)

## References

- Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (2015). Leadership: Enhancing the Lessons of Experience (8th Edition). McGraw Hill.
- Jeffery, A.B., Maes, J.D. and Bratton-Jeffery, M.F. (2005), "Improving team decision-making performance with collaborative modeling", Team Performance Management, Vol. 11 No. 1/2, pp. 40-50. <https://doi.org/10.1108/13527590510584311>
- Robbins, S. P., Judge, T. A., & Vohra, N. (2016). Organizational Behavior (16th Edition). Pearson Education Inc.
- <https://www.employment-studies.co.uk/system/files/resources/files/mp88.pdf>
- <http://www.crowe-associates.co.uk/teams-and-groups/approaches-to-team-coaching/>
- <https://managingifeatwork.com/processes-and-states-of-effective-teams/#cite-note-17e>
- <https://slideplayer.com/slide/16497047/>
- <https://open.lib.umn.edu/principlesmanagement/chapter/11-3-understanding-decision-making/>
- <https://slideplayer.com/slide/10449795/>



You can try to find out that how you can take the decision. These are the references for your further studies. Thank you.

**Leadership and Team Effectiveness**  
**Prof. Santosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology – Roorkee**

**Lecture –45**  
**Virtual Teams**

In this particular session, we will talk about the virtual teams.

**(Refer Slide Time: 00:32)**

**CONTENTS**

- Virtual Team
- Physical vs Virtual Team
- Advantage and Disadvantage of Virtual Teaming
- E-Leadership
- Common Challenges For Leaders In A Virtual Team Environment
- Building Trust
- Making Virtual Teams Work: Basic Principles
- Research paper
- Case study
- Book recommendation
- References

Image source: [https://www.emeraldgroupublishing.com/imported\\_images/promo/img/virtual\\_teams.jpg](https://www.emeraldgroupublishing.com/imported_images/promo/img/virtual_teams.jpg)

38

The contents are the virtual team, physical versus virtual team, advantages and disadvantages of virtual teaming, e-leadership, common challenges for the leaders in a virtual team environment, building trust, making virtual teams work basic principles and as usual the research paper, case study and book recommendations. Then you will find at the end there are the references for this material and for further studies.

**(Refer Slide Time: 00:53)**

## **Virtual Teams**

- Virtual teams take many forms, have different objectives, and solve various types of tasks. However, they all have in common two necessary elements:
  - two or more people work together to achieve common goals
  - at least one of the team members works in a different location or at a different time.
- Because of these two defining characteristics, virtual teams communicate and co-ordinate at least partially by means of electronic media.



Image Source: [https://www.projectmanager.com/wp-content/uploads/2020/07/200717\\_Blog\\_Feature\\_Virtual\\_Teams.jpg](https://www.projectmanager.com/wp-content/uploads/2020/07/200717_Blog_Feature_Virtual_Teams.jpg)

39

So, whenever you are talking about the virtual teams, are there so, take many forms they have different objectives and solve various types of tasks are there. And they all have in common two necessary elements. So, two or more people work together to achieve the common goals are there. At least one of the team members works in a different location or at a different time is there.

And therefore, in that case it will be that is the how they are having this working together for achieving the particular common goal. So, here, if we are talking about the team. So, team is remaining the same, because we have discussed this thing earlier. So, what is a team? Team is that is achieving the common goals and whenever we are talking about the common goals are there.

So, therefore, in that case whole the process that will be working together but at least our team members works in a different location or a different time. So, but when you are talking about the virtual teams, so, they are not physically at one place. At least one member is there who is at the different location or at a different time is there. These two defining characteristics, virtual teams communicate and coordinate at least partially by means of electronic media is there.

So, always there will be the electronic media and in by means of the electronic media, they will be having this interaction because they are at the different places are there. So naturally, some mechanisms are required to be used and therefore this mechanism will be used for the purpose of the virtual team is there.

(Refer Slide Time: 02:33)

### Definition of Virtual Team

Gassmann and Von Zedtwitz, 2003	Virtual team as a group of people and sub-teams who interact through interdependent tasks guided by common purpose and work across links strengthened by information, communication, and transport technologies.
Leenders et al., 2003	Virtual teams are groups of individuals collaborating in the execution of a specific project while geographically and often temporally distributed, possibly anywhere within (and beyond) their parent organization.
Powell et al., 2004	Define virtual teams as groups of geographically, organizationally and/or time dispersed workers brought together by information technologies to accomplish one or more organization tasks".



40

So, Gassmann and Von Zedtwitz in 2003, virtual team is a group of people and sub teams who interact to the interdependent task, guided by the common purpose and work across links strengthened by the information, communication and transport technologies are there. So, therefore, this particular team is a which is working and interacting through independent task is there.

So, there that is about the information and communication. So, therefore, in that case, it is the sharing of your mechanisms of these information and communication and the transport technologies are there, so, that will be used. And the Leenders et al., in 2003, has given these concept, virtual teams are groups of individuals collaborating the execution of a specific project so, that there is a common goal is there.

So, there will be always for a specific project will be there. While geographically and often temporarily, distributed possibly anywhere within and beyond their parent organization is there. So, therefore, it is outside of their premises is concerned. The Powell et al., in 2004, has given another definition. Virtual teams, as groups of the geographically, organizationally and the time dispositive workers brought out together by information technologies to accomplish one or more organizational tasks are there.

So, again, it is the same concept is there. That is then they have been, the dispersed workers are there. So, workers are not at the common geographical place and they are working in the different places. And they are brought by the information technologies they are using this

particular information and communication technology. You can see the ICT to accomplish one or more organizational tasks are there.

**(Refer Slide Time: 04:31)**

Physical vs. Virtual Teams		
Activity	Physical Teams	Virtual Teams
Nature of interaction	Opportunity to share work and non-work related information	The extent of informal exchange of information is minimal
Utilization of resources	Increases the opportunity for allocation and sharing of resources	Each collaborating body will have to have access to similar technical and non-technical infrastructure
Working environment	They encountered constraints accessing information and interacting with others outside the collocated team within the company	Sometimes not able to share ideas or dilemmas with other partners



So, all are working for common goals but they are working for the different tasks. So, physical versus virtual teams, nature of interaction. So, physical teams are having the opportunity to share work and non-work-related information. So, this particular team is having that is they may be related to the work and it can be related in non work. Virtual team extent of information exchange of information is minimal.

And here you will find it is more or less towards the work because they do not want to make the much interaction on these information and communication based. So, therefore, exchange of information is minimal in the case of this virtual team is concerned. Utilization of resources, physical teams are, there increases the opportunity for allocation and sharing of resources.

While in the virtual teams each collaborating body will have to have access to similar technical and non technical infrastructure. And therefore, in that case, it will be the always virtual team that collaborating team will be have to access the technical aspects are there. And here it is they in the case of the physical team, they have the full opportunity, so, sharing of the resources is there.

While in case of the virtual team, so, that is the similar technical, non technical infrastructure both will be used. Working environment, they encounter constants accessing information and

interacting with other outside the collocated team within the company. They sometimes not able to share ideas or dilemmas with the other partners are there. So, this is the limitation in the current scenario, when we are talking about the use of the virtual teams where the physical teams are even possible. So, then we have to think because this will be the always encounter the constants are there.

**(Refer Slide Time: 06:28)**

Physical vs. Virtual Teams		
Activity	Physical Teams	Virtual Teams
Control and accountability	The project manager provides the Context for ongoing monitoring of activities and events and thus enhances their ability to respond to requirements.	The collaborating bodies were accountable to the task leaders and the project coordinator who had limited authority to enforce any penalties for failure to achieve their tasks
Cultural and educational background	Members of the team are likely to have similar and complementary cultural and educational background	The team members varied in their education, culture, language, time orientation and expertise
Technology compatibility	Situated and operating within a single organization faces minimal incompatibility of the technological systems	Compatibility between different systems in collaborating organizations ought to be negotiated at the outset

Ale Ibrahim, Nader & Mohammed Shahadet, Shamsuddin Ahmed & Taha, Zahari. (2011). Virtual Teams And Management Challenges. Academic Leadership Journal. 9. 1-7. 10.5281/zenodo.185425



And here sometimes not able to share ideas because they may be lack of the infrastructure support is there. So, physical versus virtual teams' activities are concerned the control and accountability. Then the project manager provides the context for the ongoing monitoring of activities and events and does enhance their ability to response to the requirements are there.

While in case of the virtual teams, the collaborating bodies were accountable to the task leaders and to the project coordinator, who had limited authority to enforce any penalties for failure to achieve their task is there. So therefore, in that case it is becoming a totally change approach is there. So, here your ability to response to the requirements are there. Here authority to enforce any penalties are there.

In the cultural and educational background is concerned then, in the physical teams, members of the team are likely to have similar and complementary culture and educational background. While in case of the virtual team, because they are at the different geographical location, different places, so, their education, culture, language, time orientation and expertise that will be varied.

Technology compatibility is concerned, it is situated and operating within a single organization faces the minimal incompatibility of the technological systems are there. So, therefore, in the physical teams they will have the minimal incompatibility of the technological system, while in the virtual teams, compatibility between different systems in collaborating organizations ought to be negotiated at the outset.

So, therefore, in that case, you cannot work without that. In case, if you are not knowing about these collaborating organizations those who are what type of this technology compatibility you have? You cannot interact, to interact it is necessary that in the advance that is the what type of the technology they are using? While in case of the physical teams, it is not highly concerned so, therefore, minimal incompatibility will also do.

**(Refer Slide Time: 08:31)**

### Advantages of Virtual Teaming

- Reducing relocation time and costs, reduced travel costs
- Able to tap selectively into center of excellence, using the best talent regardless of location
- Greater degree of freedom to individuals involved with the development project
- Higher degree of cohesion (Teams can be organized whether or not members are in proximity to one another)
- Provide organizations with unprecedented level of flexibility and responsiveness.
- Respond quickly to changing business environments
- Self-assessed performance and high performance.
- Cultivating and managing creativity
- Provide a vehicle for global collaboration and coordination of R&D-related activities



43

The advantages of virtual teaming are reducing reallocation time and cost reduce the travel cost able to tap selectively into center of excellence using the best talent, regardless of location. Greater degree of freedom to individuals involved with the development project higher degree of cohesion teams can be organized whether or not members are in proximity to one another.

So, therefore, high degree of cohesion is there. Provide organizations with the unprecedented level of flexibility and responsiveness is there. So that we have seen that is the whatever not even thought earlier now that is possible. And therefore, many organizations they do not prefer now the physical teaming, rather than they concern and if possible, however, it will depend on the nature of business also.

And on the basis of that that will be the virtual teaming will be done. It responds quickly to the changing business environment, self-assessed performance in the high-performance cultivating and managing the creativity. That is also very much the big benefit out of this particular, the virtual teaming that is this cultivating and managing creativity that has been enhanced, provide a vehicle for global collaboration and coordination of R and D (Research and Development) related activities and therefore this is becoming the common parameters are there.

(Refer Slide Time: 09:52)

### Disadvantages of Virtual Teaming

- Lack of physical interaction
- Everything to be reinforced in a much more structured, formal process
- Challenges of project management are more related to the distance between team members than to their cultural or language differences
- Challenges of determining the appropriate task technology fit
- Cultural and functional diversity in virtual teams lead to differences in the members' thought processes. Develop trust among the members are challenging
- Will create challenges and obstacles like technophobia (employees who are uncomfortable with computer and other telecommunications technologies)



SWAYAM

However, when we are talking about the disadvantages of the virtual teaming, so, lack of physical interaction is there. So, therefore, in that case, the whatever is to be learned by meeting each other, so, that learning will opportunity will not be there. Everything to be reinforced in a much more structured and formal processes are there and which will be not that much the freedom of flexibility.

Which is available into the unstructured way is there writing for the physical teaming. Challenges of the project management are more related to the distances between the team members then to their cultural languages' differences are there. And therefore, in that case, the distances that has to be taken care of. Challenges are determining the appropriate task technology fit.

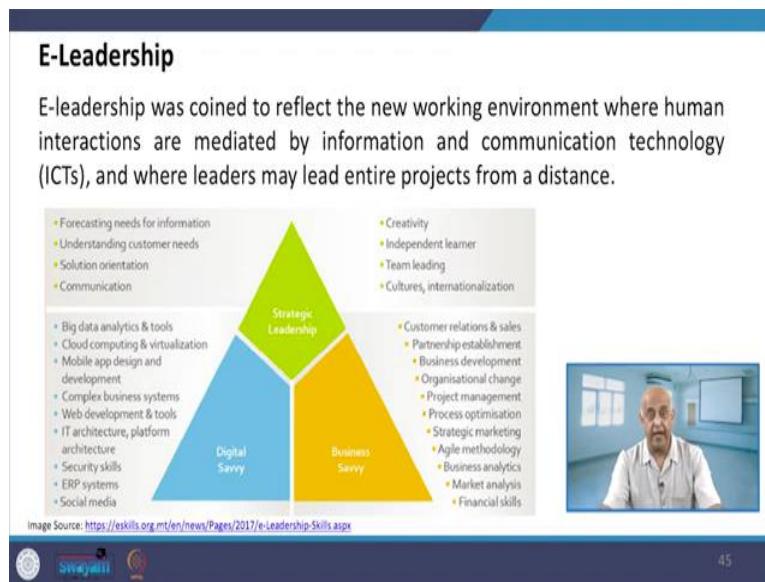
And this the appropriate task technology fit will be available only with that particular in the case of the virtual teaming is concerned. And in the virtual teaming this challenge will not be

able to meet. Because the task technology if it is even the available but that interaction and that is required as it has been seen in the case of the physical teams that will not be possible, so, it will be a challenge.

Cultural and functional diversity in virtual teams, so and lead to the differences in the members thought processes. So, naturally they will be the diversified the culture will be there. So, there will be the problem and issues and develop. Trust among the members are challenging and therefore, in that case, those who are the members because they are coming from the different culture and different functional background.

So, therefore, in that case, developing the trust and converting that group into time will be a big challenge, will create challenges and obstacles like technophobia.

**(Refer Slide Time: 11:50)**



So, those who are not very much used to this type of the technology, they will face the problem and therefore they will say that is no we will not be able to use this technology and they will be technophobia will be there. So, E-leadership is so, E-leadership was going to reflect the new working environment where the human interactions are mediated by the information and communication technology ICTs.

And where leaders may lead entire project from a distance is there. So, this type of this E-leadership is concerned, so, this will be the forecasting needs for the information, strategic leadership, digital savvy and the business savvy is there. So, I would like to take first, the

business savvy, so, customer relationships and the sales that is about the business. It is becoming very important.

Partnership establishments, business development organizational change, project management, process optimizing strategic marketing and so on. So therefore, you will find in the area of finance marketing and specially in the case of the project which is requiring about on this particular organizational change so, that will be affected. While in case of the digital savvy, big data analytics and tools, cloud computing.

And visualization mobile application, design and development, complex business systems, web designs and tools, IT architecture, security skills, ERP systems and social media is there. So, on basis of this these are the digital savvy and these are the business. So, when we are integrating that requires the strategic leadership. So, what is required for the purpose of the digital forecasting it for information understanding the customer needs.

What are the customer needs are there solution, orientation and communication is to be there? While in case of this business savvy is concerned, it is a creativity, interdependence and team building and cultural implementation. That will be becoming very very important for the e leadership is concerned.

(Refer Slide Time: 13:50)

<b>E-Leadership</b> <ul style="list-style-type: none"><li>• It is argued that the great transition of the global economy, with the inherent changes in organizations, require a significant adaptation on the part of the leadership, and a new leadership approach.</li><li>• Typically, hence, e-leadership is seen as a response and solution to global changes generated by the technological development. As virtual and flexible work options continue to evolve, more employers are attempting to formalize their virtual work policies and get a better grasp on how to manage virtual workforces.</li><li>• It is widely recognized that e-leadership differs from conventional way of perceiving and explaining leadership as well as form leadership practiced in traditional teams where leadership is grounded on face-to-face interactions.</li><li>• E-leadership can be understood as a process of social influence where changes in attitudes, feelings, thoughts, behavior and organization are brought about with the help of advanced information and communication technology.</li></ul>	
---	--

It is argued that the transition of the global economy, with the inherent changes in organizations requires significant adaptation on the part of the leadership and a new leadership approach there. And hence e-leadership is seen as the response and solution to the

global change so only generated by the technological development. As virtual and flexible work options continue to evolve, more employers are attempting to formalize their virtual work policies.

And get a better grasp on how to manage virtual workforces is there. And therefore, in that case, unless and until you do not get there is how to manage your virtual workforce, you will not be able to successful. It is widely recognized that the e-leadership and differs from conventional way of perceiving and explaining the leadership is form leadership practice in the traditional teams.

While leadership is grounded on face-to-face interaction. So, definitely there will be the changes into the e-leadership and the physical conditions of the leadership is concerned. So, e-leadership can be understood as a process of social influence where the changes in attitudes, feelings, thoughts, behaviour and organizations are brought about with the help of advanced information and communication technology is there and this is true.

There is whenever we are talking about these changes in technology business time. So, therefore, e-leadership is making the approaches of social influence where the changes in attitude, feelings and thoughts that has to be considered. And this is the because of the use of the ICT. And therefore, you are using the ICT you have to consider your members. You have to consider their physical comforts for activities.

Then it also can also consider the technology which they have to use. So, therefore, e-leadership will be required.

**(Refer Slide Time: 15:47**

## Common Challenges For Leaders In A Virtual Team Environment

Seven common challenges that leaders encounter in virtual teams.

**1. Geography and Isolation as Challenges:** Geography makes the team members see themselves as separate from one another. The complications of time zones and travel pressures make it even more challenging to ensure team members clearly comprehend goals and begin to develop a bond of trust and understanding among one another. Lack of physical interaction is one of the major challenges of virtual teams.

**2. Communication as Challenge:** One major challenge within the virtual environment is communication. Virtual teams are greatly influenced by the effectiveness of communication. Even within a face-to-face correspondence, communication is highly important. Without it, the group cannot accomplish the tasks set before them.



47

So, common challenges for leaders in a virtual team environment. So, seven common challenges that leaders encounter in virtual teams are the geography and isolation challenges is there. So, geography makes the team members see themselves as the separate from one another and the complications of the time zones and travel pressures make it even more challenging to ensure team members clearly comprehend goals.

And design to develop a bond of trust and understanding amongst the one another. And this is the totally culture-based differences there. Lack of physical interaction is more of the major challenges of virtual teams, is there. Communication is challenge within the virtual environment is communication. Virtual teams are greatly influenced by the effectiveness of communication.

Even within a face-to-face correspondence communication is highly important, without it the group cannot accomplish the task set before them.

**(Refer Slide Time: 16:45)**

### Common Challenges For Leaders In A Virtual Team Environment

**3. Technology as Challenge:** An important issue in regards to virtual teams is that the leader must take into account what technology hardware and software are available to the members of the team. This information will be handy to make sure that software is compatible as well as up to date with the same versions for all team members.



**4. Security as Challenge:** A virtual team session is often set up between entities residing in different administrative sites, each having a different security policy. In order for a secure session to be set up, it may require administrative authorities of the collaborating sites to cooperate together to develop a consistent and uniform security policy across the participating sites.



Image Source: [https://ibc.org/resources/images/article\\_assets/2014/11/R1417\\_A2.jpg](https://ibc.org/resources/images/article_assets/2014/11/R1417_A2.jpg)

48

So, communication is becoming another challenge. Technological challenge is the prime challenge in regard to the virtual team is that the leader must take into account what technology hardware and software are available to the members of the team. And this information will be handy to make sure that software is compatible as well as up to the date with the same versions for all the team members are concerned.

And security as challenges is often set up between the entities deciding in different administrative sites, each having a different security policy. And in order for a secure to be set up, it may require administrative authorities of the collaborating sites to cooperate together to develop a consistent and uniform security policy across the participating sites are there.

**(Refer Slide Time: 17:27)**

### Common Challenges For Leaders In A Virtual Team Environment

**5. Motivation as Challenge:** With the advancement of information technology group work is now becoming increasingly virtual. However, when moving into new territories it is important to carefully examine how the displacement of face-to-face work affects different aspects of group work. One such aspect that is currently largely neglected is motivation. Virtual team with lack of motivation of its members will poorly perform.

**6. Trust as Challenge:** The key way to build high performance across distance (to give the leader and the team power and control over the result) is to build trust. Building trust across distance is easier said than done. In the virtual context, social control and direct supervision are hard to realize. Other factors such as different locations, members' feeling of isolation and detachment and complex time zones are also barriers for building trust.



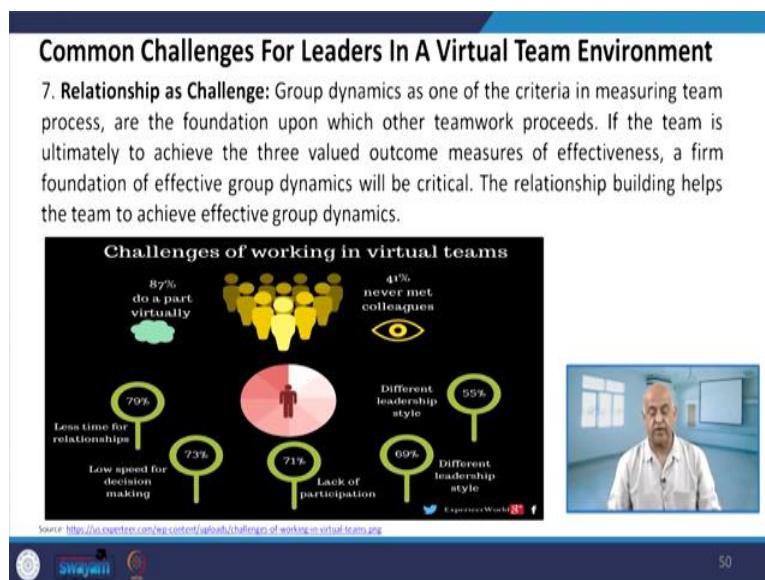
49

The another challenge will be that is about the motivation and those who are working on this virtual team into new territories, it is important to carefully examine how the displacement of face-to-face work affects differently aspect of group work. One such aspect it is currently largely neglected in the motivation is there. So, virtual team method, lack of motivation of its members will poorly perform.

So, we have to see that the people working behind the machines, so, they need the motivation. Trust as challenge, the key way to build high performance across the distance to give the leader in the team, power and control over the result is to build a trust. And the building the trust across distance is easier and said than done. But in the virtual context it is always whenever you talk about the social control and direct supervision.

And then, in that case, it is hard to realize other, factors is different location members feeling of isolation and the detachment and complex time zones are also the barriers for the building the trust is there.

**(Refer Slide Time: 18:30)**



Now, when it is not only the that is a team member, they are facing the technical problems but it is a relationship problem also. Group dynamics is one of the criteria in measuring the team process. We are foundation upon which other team members proceeds. If the team is ultimately to achieve the three value outcomes, measures of effectiveness, a firm foundation of effective group dynamics that will be critical.

And the relationship building helps the team to achieve the effective group dynamics is important.

(Refer Slide Time: 19:00)

### Building Trust

- Trust is easier to destroy than to build. To appear and develop, it requires that certain conditions be met, such as a shared culture, social context, and values; physical proximity; information exchange; and time.
- Needless to say, most of these conditions are not easily met in the context of virtual teams. In a virtual environment, trust is based more on (ability and) delivery of the task at hand than on interpersonal relationships.
- Members of virtual teams need to be sure that all others will fulfill their obligations with competence and integrity and behave in a consistent, predictable manner with a concern for the well-being of others.
- Trust is a much more limiting factor in virtual teams, compared with face-to-face teams, it is therefore helpful to recognize the types that exist in professional relationships.



51

So, finally, what is the trust? Trust is to be built, so, trust is easier to destroy than to build. To appear and develop it requires that certain conditions be met to develop a trust such as shared culture, social context, as we have seen the challenges into these virtual teams. So that was the culture was a problem because they are at the different geographical location. Social context is important because they are belonging to the different society and the value systems.

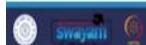
So that physical proximity, information exchange and time that is becoming the parameters and dimensions for the building the trust. Needless to say, most of these conditions are not easily met in the context of virtual teams. So, therefore, in a virtual environment must is based upon more delivery of the task at hand than on interpersonal relationship is there. So, ultimately what is the outcome that is important?

Rather than and the more focusing on the interpersonal relationships, members of virtual team need to be sure that all others will fulfill their obligations with competence and integrity and behave in a consistent, predictable manner, with a concern for the well-being of other are there. So, trust is a much more limiting factor in virtual teams compared with the face-to-face teams are there. It is therefore helpful to recognize that types that exist in professional relationships are there.

(Refer Slide Time: 20:27)

## Building Trust

1. **Deterrence-Based Trust.** This basic type of trust hinges on adoption of consistent behavior and the threat of punishment if people do not follow through on what they are supposed to do, or committed themselves to doing. It is not well suited to the work of a virtual team.
2. **Calculus-Based Trust.** This basic type of trust is grounded not only in fear of punishment for violating trust but also in rewards for preserving it. Such trust is based on comparison of the costs and benefits of creating and sustaining a relationship over the costs and benefits of severing it. This level of trust is easily broken by a violation of expectations and cannot meaningfully sustain a virtual team's relationship.
3. **Knowledge-Based Trust.** This type of trust occurs when an individual has enough information and understanding about another person to predict that person's behavior.



52

So, how to building the trust deterrence-based trust is there. Trust that is the hinges on adoption of consistent behaviour and threat of the punishment if people do not follow through on what they are supposed to do or committed themselves to doing, It is not well suited to the work of a virtual team. Calculus-based trust is there, so, the basic type of trust is grounded, not only in fear of punishment for violating trust but also is rewards for preserving it.

Such trust is based on the comparisons of the cost and benefit of creating and sustaining a relationship over the cost and the benefits of serving it. This level of trust is easily broken by violation of expectations and cannot meaningfully sustain a virtual team's relationships are concerned. So, knowledge-based trust will be there and this type of trust occurs when an individual has enough information and understanding about another person to predict that person's behaviour is concerned.

**(Refer Slide Time: 21:22)**

## Building Trust

4. **Identification-Based Trust.** This type of trust develops when parties understand and endorse one another, and can act on behalf of one another in interpersonal transactions. This requires that they fully internalize and harmonize with one another's desires and intentions

To build trust in virtual teams, it is essential to ask effective questions; generate clear and concise objectives, including a project implementation plan; talk (and walk) the talk; build tell-and-ask patterns; enable the free flow of data and information for constant, grow the virtual team's own culture and identity, including the promotion of virtual socializing skills; and make, share, and celebrate good news.



53

Identification-based trust is there and development parties understand and endorse one another and can act on behalf of one another in interpersonal transactions. And this requires that they fully internalize and harmonize with one another's desires and interactions. To build trust in virtual teams, it is essential to ask effective questions and generate clear and concise objectives, including the project implementation plan.

Whatever the talk and what that is, the about the interacting in interaction with them build detail and ask patterns. So, therefore, in that case, more and more they are knowing each other. If they are knowing each other in a better way that will enable the free flow of data and information for the constant growing the virtual team's own culture and identity. So, including the promotion of virtual socialization skills.

Whenever we are talking about the talk and walk or the build, tell-and-ask ask patterns. So therefore, what is it there is more and more socialization, knowing each other understanding each other and interacting with each other and that will make share and celebrate the good news is there. So, this way the trust can be built among these members is there.

**(Refer Slide Time: 22:35)**

Toward New Management Mind-Sets	
From	To
Face-to-face is the best environment for interaction and anything else is a compromise.	Different kinds of environments can support high-quality interaction. What matters is how you use them.
When the communication process breaks down, blame the technology.	When the communication process breaks down, evaluate management and interaction strategies, not just the technical tool.
Learning to manage virtual teams is about learning how to use the technology.	Learning to manage virtual teams is about understanding more about teams and the collaboration process.
Being people-oriented is incompatible with using technology	Using technology in a people-oriented way is possible and desirable

Source: Lisa Kimball. 1997. Managing Virtual Teams. Speech delivered at the Team Strategies Conference sponsored by Federated Press, Toronto, Canada.



Now, whenever we are talking about these towards the new management mindsets, are there face-to-face the best environment for the intentions anything else is a compromise is there. So therefore, different kinds of environments can support high quality interactions what matters is how to use them is there? When the communication process breaks down, blame the technology here.

And that is when the communication process breaks down, evaluate management and interaction strategies, not just the technical tool. Learning to manage so, therefore, we should not work on the symptoms of the problems we have to work on the problems itself. Learning to manage virtual teams is about learning how to use the technology. Learning to manage virtual teams is about understanding more about teams and the collaboration process is there.

So, therefore, the focus is not only on technology but also on the people in that particular team. Being people-oriented is compatible with using technology. Using technology in a people-oriented way is possible and desirable is there.

**(Refer Slide Time: 23:41)**

## Making Virtual Teams Work: Basic Principles

**1. Get the team together physically early-on.** It may seem paradoxical to say in a post on virtual teams, but face-to-face communication is still better than virtual when it comes to building relationships and fostering trust, an essential foundation for effective team work. If you can't do it, it's not the end of the world (focus on doing some virtual team building)

**2. Clarify tasks and processes, not just goals and roles.** With virtual teams, however, coordination is inherently more of a challenge because people are not co-located. So it's important to focus more attention on the details of task design and the processes that will be used to complete them. Simplify the work to the greatest extent possible, ideally so tasks are assigned to sub-groups of two or three team members. And make sure that there is clarity about work process, with specifics about who does what and when.



Source: <https://hbr.org/2011/06/making-virtual-teams-work-ten>

55

So, now finally, we come to the making the virtual teams work basic principles, get the team together physically early on. So, it comes to the building, the relationship and fostering the trust, clarifying the tasks and processes not just goals and roles and with virtual teams. However, coordination is inherently more of a challenge because the people are not co-located is there at the same place.

So, it is important to focus more attention on the details of task design and the processes that will use to complete is there. So, therefore, in that case, we have to be very very much clear about that is what the task and processes that we are defining we are delegating inherently have been absorbed. So that it is not just you are focusing on the goals and roles rather than understanding how it is actually going to be implemented.

**(Refer Slide Time: 24:37)**

**3. Commit to a communication charter.** Communication on virtual teams is often less frequent, and always is less rich than face-to-face interaction. The only way to avoid the pitfalls is to be extremely clear and disciplined about how the team will communicate. Create a charter that establishes norms of behavior when participating in virtual meetings, such as limiting background noise and side conversations, talking clearly and at a reasonable pace, listening attentively and not dominating the conversation, and so on.

### 4. Leverage the best communication technologies.

Developments in collaborative technologies — ranging from shared workspaces to multi-point video conferencing — unquestionably are making virtual teaming easier. However, selecting the “best” technologies does not necessarily mean going with the newest or most feature-laden. It’s essential not to sacrifice reliability in a quest to be on the cutting edge.



56

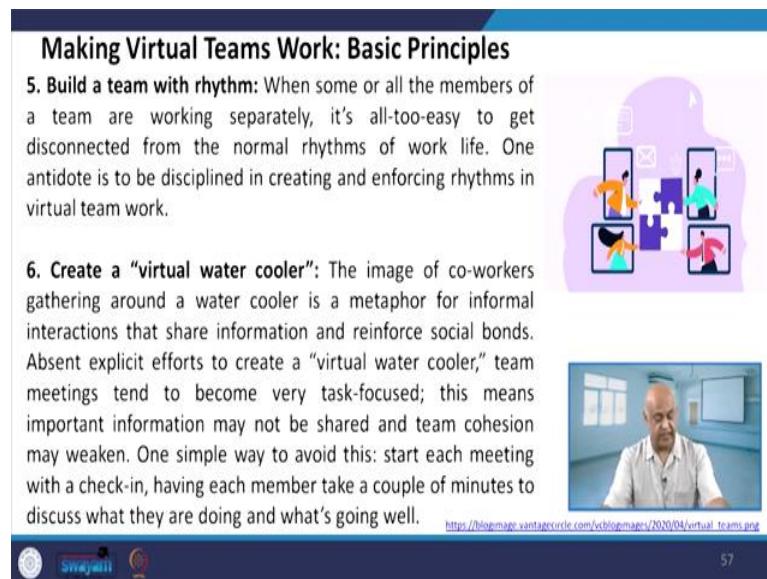
Then the commitment to the communication charter is there. So, therefore, in that case, there will be the communication charter, so, we have seen the challenges, so, we can overcome that particular challenge. Leverage the best communication technology. So, therefore, in that case, that the best technologies do not necessarily mean going with the newest latest. It is the appropriate technology that we are supposed to make use of this.

**(Refer Slide Time: 25:03)**

**Making Virtual Teams Work: Basic Principles**

**5. Build a team with rhythm:** When some or all the members of a team are working separately, it's all-too-easy to get disconnected from the normal rhythms of work life. One antidote is to be disciplined in creating and enforcing rhythms in virtual team work.

**6. Create a "virtual water cooler":** The image of co-workers gathering around a water cooler is a metaphor for informal interactions that share information and reinforce social bonds. Absent explicit efforts to create a "virtual water cooler," team meetings tend to become very task-focused; this means important information may not be shared and team cohesion may weaken. One simple way to avoid this: start each meeting with a check-in, having each member take a couple of minutes to discuss what they are doing and what's going well. [https://blogimage.vantagecircle.com/cblop/images/2020/04/virtual\\_teams.png](https://blogimage.vantagecircle.com/cblop/images/2020/04/virtual_teams.png)



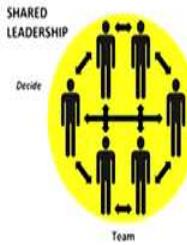
Build a team with the rhythm. So, therefore, in that case, in a virtual team, it is very much necessary that those who are interacting. They are into the proper rhythm understanding each other is there. So, therefore they can easily connect to create a virtual water cooler. So, a water cooler is a metaphor for informal interactions that share information and reinforce social bonds are there.

So, absent explicit efforts to create a "virtual water cooler" team meetings tend to become very task-focused. So, therefore, this will be if it is not there then it will be very task-focused. This means important information may not be shared and team cohesion may become so one simple way to avoid this start such each meeting, with a check-in having each member take a couple of minutes to discuss what they are doing and what is going well is there?

**(Refer Slide Time: 25:52)**

## Making Virtual Teams Work: Basic Principles

7. **Foster shared leadership.** Defining deliverables and tracking commitments provides "push" to keep team members focused and productive; shared leadership provides crucial "pull." Find ways to involve others in leading the team. By sharing leadership, you will not only increase engagement, but will also take some of the burden off your shoulders.



8. **Don't forget the 1:1s.** Leaders' one-to-one performance management and coaching interactions with their team members are a fundamental part of making any team work. Make these interactions a regular part of the virtual team rhythm, using them not only to check status and provide feedback, but to keep members connected to the vision and to highlight their part of "the story" of what you are doing together.



<https://winningres.psu.edu/download/thumbmail/179411827/SharedLeadership.Med.jpg?version=1&modificationDate=1492451546000&api=v2>



58

Foster shared leadership is there and therefore there is tracking commitments provide the push to keep team members focused and produce shared leadership, which provides the pull technique. So, the pull technique is required whenever we are talking about the virtual thing. So, therefore, they will be able to find out their ways to interact.

Do not forget 1 is to 1s, leaders, one-to-one performance management and coaching interaction with their team members are a fundamental part because many times because of the large size of the group and team. The leaders are not able to interact with each member and then this may be in hindrance. So, therefore, one-to-one concept that that has to be followed while making the virtual team is there.

(Refer Slide Time: 26:39)

### Case Study: Trusting someone you cannot see

- One of the greatest determinants of a successful team is trust. For a team to be successful, employees must trust that their team members are reliable and capable. They have to have faith that their teammates will work toward the team's goals rather than their own goals. Trust can be built in the teams by creating an environment where team members are not scared to admit that they have made a mistake and feel comfortable providing their input rather than agreeing with the team leader or assertive team members. Building trust among teammates is important, but what if you never see your teammates?

Trust is especially important but also more difficult to build in virtual teams. In a recent review of 52 independent studies, researchers found that the link between trust and team performance is stronger for teams than face-to-face teams!



59

(Refer Slide Time: 26:49)

### **Case Study: Trusting someone you cannot see**

- According to the same review, managers can counteract some of the negative effects of low trust in virtual teams by carefully documenting team interactions. This practice shows that team members are held accountable for the work they do in virtual teams and makes sure that team members are recognized for their contributions.
- Compensating for lack of trust may only be a Band-Aid for a larger problem because trust is one of the most important factors in determining team effectiveness. Another review of 112 separate studies found that trust was one of the strongest predictors of team performance, regardless of the team members' past performance or trust in the team's manager. The same research found that trust may be especially important in teams with varied skills sets or independent roles.



60

**(Refer Slide Time: 26:51)**

### **Case Study: Trusting someone you cannot see**

- Trust is also just as important for short-term teams because team members do not have the same adjustment period to learn more about their teammates before having faith that they will contribute to team goals.

#### **Questions:**

**Q1)** Recall a time when you felt like you could not trust team members on your team. Why do you feel that way? How did that affect the team's performance?

**Q2)** Can you think of strategies that can help build their trust among virtual team members?

**Q3)** Imagine you are a manager at a national corporation.

You have been asked to select employees for a virtual problem-solving team. What types of employees would you include and why



61

So, this is as usual. This is the case study the trusting someone you cannot see. I am sure that is after going through this particular case study. You will be able to answer the questions related to this case study. You could not trust members of your team. Can you think of strategies that can help build their trust among virtual team members? Imagine you are a manager of a national corporation and asked to select employees for a virtual problem-solving team. What types of employees would you include and why it is a very interesting exercise?

**(Refer Slide Time: 27:15)**

**Research Paper**

 VOL. 40 NO. 3 2008 pp. 129-133  
Article publication date: 18 April 2008  
DOI 10.1108/00197850810868612

**Virtual team working: making it happen**

Stephen Morris

**Journal name:** Industrial and Commercial Training

**Purpose**

The paper seeks to discuss virtual working, technology utilization and how technology can be used to enhance human interaction rather than replace it. It is often the fabric of virtual human relationships that remains sadly neglected. This viewpoint paper aims to stimulate a more comprehensive debate about how to work effectively with and through others in our virtual world.



62

I am sure you will be enjoying that answering these questions. I mean this is a research paper, virtual team working making it happen. That is the how, in this paper, virtual working technology, utilization and technology can be used to enhance the human interactions rather than replace it.

(Refer Slide Time: 27:34)

**Research Paper**

**Design/methodology/approach**

Working closely with global corporations, the author studied both permanent and project-based virtual teams. Through observation and diagnostics, a comparison of the effectiveness of these teams was made against that of traditional co-located teams.

**Findings**

Many businesses attempt to treat virtual working in the same way as co-located working. The human impact and implications of virtual working are not fully understood or dealt with. The cultural retention of practices and policies that are relevant to co-located traditional work but often counter-productive for virtual working can result in tensions, conflicts and the ultimate disengagement of the workforce.



63

So, therefore, this will be the so. This technology is the best support, best tool, or mechanism for making them in team and interacting with the team and team performance. But it is not that easy, it is replacing human beings.

(Refer Slide Time: 27:49)

## Research Paper

### Practical implications

This paper offers a sample of the pragmatic tips and approaches the author's organizations brings to its clients. The most practical outcome of reading this paper is the recognition that virtual working has some subtle and key differences that need to be understood and managed by all those involved.

### Originality/value

This paper is intended to be thought-provoking for executive leaders, leaders, human resource professionals, change management agents and – most importantly – members of virtual teams.



64

(Refer Slide Time: 27:51)

## Book Recommendation

### Virtual Teams: Mastering Communication and Collaboration in the Digital Age

**Authors:** Terri R. Kurtzberg

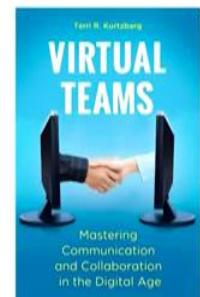
**Publisher:** Praeger Publishers Inc (28 March 2014)

**Language:** English

**Paperback:** 212 pages

**ISBN-10:** 1440828377

**ISBN-13:** 978-1440828379



65

And this is the book virtual teams. Mastering communication and collaboration in the digital age.

(Refer Slide Time: 27:59)

## Book Recommendation

- The author first analyzes the subtle but significant changes that result when conversations are moved online, providing examples and tips to avoid common pitfalls, then discusses how team behavior and decision making can best be guided in this realm.
- Readers will fully understand what makes teams "click"—what inspires trust, how to get a team "off on the right foot," and what steps to take in order to make good collaborative decisions—as well as other key topics for virtual teamwork, such as best practices for working in the cross-cultural environment.
- The book serves as an ideal guide for anyone who participates in or manages a virtual team but is also suitable as a supplemental textbook in a business school course on organizational behavior or business communication.

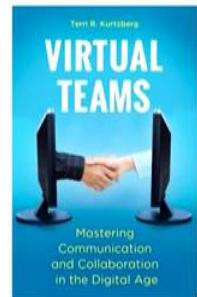


Image Source: <https://www.kobo.com/in/en/ebook/virtual-teams-mastering-communication-and-collaboration-in-the-digital-age>

66

And this particular book talks about the significant changes that result when conversations are moved online, providing examples and tips to avoid common pitfalls and then discuss how team behavior and decision-making can best be guided in this realm. Readers will fully understand what makes the teams “click” what inspires trust, how to get a team “off on the right foot” and what steps to take in order to make good collaborative decisions.

The book serves as an ideal guide for anyone who participates or managers in a virtual team but is also suitable as a supplemental textbook in a business school courses organizational behavioral business communication is there. So, this is the application of this particular book. That is the virtual teams, the mastering communication and collaboration in the digital age is concerned.

**(Refer Slide Time: 28:46)**

## References

- Anoye, A.B. & Kouamé, J.S.. (2018). Leadership challenges in virtual team environment. *International Journal of Scientific and Technology Research*. 7. 160-167.
- Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (2015). Leadership: Enhancing the Lessons of Experience (8th Edition). McGraw Hill.
- Lilian, S.C. (2014). Virtual Teams: Opportunities and Challenges for e-Leaders. *Procedia - Social and Behavioral Sciences*, 110, 1251-1261.
- Robbins, S. P., Judge, T. A., & Vohra, N. (2016). Organizational Behavior (16th Edition). Pearson Education Inc.
- <http://repository.urindo.ac.id/repository2/files/original/0f41ba3fc6adaa9725cf8969cf2dbc7d2f9893db.pdf>
- <https://hbr.org/2013/06/making-virtual-teams-work-ten>
- [https://eleadspeed.eilab.eu/wp-content/uploads/2020/09/e-Leadership\\_Competence-Framework.pdf](https://eleadspeed.eilab.eu/wp-content/uploads/2020/09/e-Leadership_Competence-Framework.pdf)



67

These are the references from where the study material has been checked. You can also make these references :1for you use these references for your further studies and can see that is the whether the virtual team, is how much effect you as compared to the physical team is there. But they are the complementary and therefore, in that case we have to see that is what are the advantages, disadvantages are there.

And by making the human interactions we can find out the effective virtual team is there.  
Thank you.

**Leadership and Team Effectiveness**  
**Prof. Santosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology, Roorkee**

**Lecture - 46**  
**Managing Multicultural Teams**

In the previous session, we have talked about that is how we have the different virtual teams and in virtual teams what should be the leadership is there. Now today we will talk about the managing multicultural teams and in multicultural teams, we will talk advantages of multicultural teams, and the challenges of multicultural teams.

**(Refer Slide Time: 00:47)**

**CONTENTS**

- Multi-cultural Team
- Advantages of Multi-cultural Teams
- Challenges of Multi-cultural Teams
- Four strategies to overcome challenges (HBR Study)
- Multicultural Managers and Organizations
- Multicultural Organization Development Model (MCOD)
- Case Study
- Research Paper
- Book recommendation
- References

Image Source: <https://dn.pngegg.com/people-around-the-globe-around-the-earth-one-and-earth-png-with-people-from-around-the-world-367-567.png>



Four strategies to overcome challenges with the help of the HBS study and multicultural managers and organizations, multicultural organization, development model, and as usual the case study research papers and the book recommendations with the references.

**(Refer Slide Time: 00:59)**

## Multi-Cultural Teams

- "The central operating mode for a global enterprises is the creation, organization and management of multi-cultural teams – groups that represent diversity in functional capability, experience levels and cultural backgrounds."
- Multicultural groups represent three or more ethnic backgrounds. Diversity may increase uncertainty, complexity, & inherent confusion in group processes. Culturally diverse groups may generate more & better ideas & limit groupthink.



Image Source: <https://corporatestars.com/wp-content/uploads/2020/03/cross-cultural-teams-1.jpg>

Now, whenever we talk about the multicultural team the central operating mode for a global enterprise. So, it is the creation, organization, and management of the multicultural teams that is a group that represents diversity. Diversity in functional capability is there and experience level and the cultural backgrounds are there. So, therefore in that case it will be always depending upon the; they are not coming from the same culture while they are coming from a different culture.

The team members are coming from the different cultures are there and therefore their capability is different, their experiences are different, they are coming from the different zone also maybe from the Asia, USA or Europe, UK. So, therefore in that case they will be having their experience will be also from the different zones part of the globe and as a result of which there will be the different cultural backgrounds will be there.

Now, these multicultural groups represent three or more ethnic backgrounds are there. That is diversity may increase the uncertainty complexity and inner confusion in group processes. So, therefore it is always because the culture is different. So, naturally, there will be uncertainty and communication, and the food habits will be also different. So, there will be the complexity will be there and naturally, there will be the as a human being that is getting mixing with another culture.

So, that confusion will be always there in the group processes. So, culturally diverse groups may generate more and better ideas and limit group think is there. But then why do we are having these multicultural teams? So, therefore on the one side, we are having this; the uncertainty and complexity in the multicultural team while on the other side we will have this whenever the teams are there, they are having the better ideas. Because as we; have seen they are coming from the different geographical zone, and different cultures.

(Refer Slide Time: 03:11)

### **Advantages of Multi-Cultural Teams**

**Productivity:** Different cultural backgrounds and perspectives can inspire innovation and productivity. Every individual of the team differs from experiences and mindsets, and this can enrich the variety of services and products that an organization can offer to the public.

**Thinking quickly:** Knowing the rules is the perfect way to become more agile inside groups. Especially in multicultural teams, where, as sooner the members will start feeling comfortable, the better they'll become more productive, spontaneous and quick thinkers.

**Improve of creativity:** When an individual is strictly exposed to people from, let's say, Asia, South America and, Europe, chances are the flow of ideas will be endless. Not only will teammates pitch in with their personal experiences, but also they will teach others about what works well in their environment and vice-versa.



So, as a result of which there will be the of course the ideas will be also different, and then those different ideas will give the strength to the team. So, different cultural backgrounds and perspectives can inspire innovation and productivity. So, as I mentioned it is there will be different ideas so naturally there will be innovation and productivity will be also there will be a different perspective.

So, how to make the manufacturing process in a better way? How to make use of the machines? How to handle the people and the men behind the machine? So, therefore employees; so, therefore in that case it will be always this type of these ideas will come and the innovations and productivity will be increasing is there. So, every individual of the team differs in the experiences and mindset. So, enrich the variety of services and products.

Thinking quickly, so knowing the rules is a perfect way to become the more agile inside groups. Especially in multicultural teams where as soon as the members will start feeling comfortable and the better, they will become more productive. So, now here it is the responsibility of the leader to make them the more comfortable as soon as possible. So, whenever it is the cross-cultural team multicultural team or it is from the homogenous team is there.

What is the responsibility of the leader to make them the more comfortable? And as soon as you will make them comfortable to the team members the team will be performing very effectively. Improve creativity is there an individualistically exposed to the people from letting us say, Asia. So, therefore in that case definitely they will be having this exposure to the new culture and there will be a different enhancement of this creativity in ideas as I mentioned earlier it will be there.

**(Refer Slide Time: 05:17)**

### **Advantages of Multi-Cultural Teams**

**Improve of problem solving skills:** Workers of an international group bring their own life and experiences inside the team. For this reason, when a solution is needed, they can come up with ideas that would have never crossed the mind of a group with a single culture mind-set. Moreover, teammates are exposed to different points of view and they can easily know to think outside-the-box, increasing their soft skills.

**Personal growth and flexibility:** Being a part of an international team is like attending an exchange program every working day. Indeed, while working in a multicultural team, members are exposed to new cultures and this can easily have an impact on their personalities and their mindset



The improvement of the problem-solving skills will be there so international group brings their own life and experiences inside the team. So, when a solution is needed, they can come up with ideas and that would never cross the mind of a group with a single cultural mindset and that is the beauty. So, there though we say that is the two brains are better than one but the two brains are you know they are from the different cultures. So, then they will be better than two.

So, therefore, in that case, it will be the cultural mindset will be there. Moreover, teammates are exposed to different points of view and they can easily know to thinking outside the box is there

and that with these problem-solving skills that will be increasing and their communication skills will also improve. And they have improved the sensor in the cross-cultural multicultural team's communication will improve.

So, as a result of it their soft skills will also increase. Personal growth and flexibility is that being a part of an international team are like attending an exchange program so every working day. So, therefore in that case or it is also an exposure to the culture different nations, the whatever is their strength is there those strains are getting the exposes they are indeed while working in a multicultural team and the members are exposed to a new culture and this can easily have an impact on their personalities and their mindset is concerned.

So, whenever you are working with the people from different nation. So, therefore your behaviour and your mindset and will also change and will get exposed to the different ideas.

**(Refer Slide Time: 07:08)**

## Challenges of Multi-Cultural Teams

### 1. Communication Problems

- **Trouble with fluency and accent:** When non-native speakers struggle to find the right words, the team might not take their point of view seriously, even when they probably should. Members who aren't fluent in the team's dominant language may have **difficulty communicating** their knowledge. This can prevent the team from using their expertise and **create frustration** or perceptions of incompetence.
- **Direct and indirect communication:** Western cultures tend to speak directly, while in many other cultures it is considered more polite to be indirect. When members see such mismatch as violations of communication norms of their cultures, relationships among the teammates can suffer.



But the challenges are there; there is a communication problem, and trouble with the fluency in accent. When non-native speakers struggle to find the right words, you might not take their point of view seriously. So, even when they are probably issued members who are not fluent in the team's dominant language may have difficulty communicating their knowledge. So, therefore in that case it is definitely that they have these the way they communicate.

So, they may not be fluent. So, many times they will not be having a different understanding which is required amongst the team members. There will be difficulty in communicating also. As this can also, prevent the team from using the expertise because they are not able to communicate. So, they may remain silent and if they remain silent in that case, they will not be able to express their expertise.

And as a result of which what will happen? That will create frustration or perceptions of incompetence. So, direct in indirect communication are there. So, western cultures tend to speak directly while in many other cultures it is considered more powerless to be indirect. So, when members see such mismatches as violations of communication norms of their cultures. So, therefore it is considered.

So, western cultures in Indian culture are different is considered the more polite to speak directly while in many cultures it is considered more polite to be indirect. So, therefore this type of direct communication the way of communicating directly like in western cultures, and in other cultures it is to be spoken to be indirectly. So, this will also create a communication problem among the team members is there.

And therefore, in the beginning, there might be an uncomfortable situation among the team members.

**(Refer Slide Time: 09:08)**

## 2. Challenge: Different Work Cultures

Work culture differs across the globe and with it also the attitudes toward authority.

Indeed some cultures are okay with flat organizational structures, while others are used to a formal hierarchy. Behavior that is perceived as respectful in one culture, may not be seen that way in the other. For instance, team members from hierarchical cultures expect to be treated differently according to their status in the corporation.

Another issue related to work culture is being less likely to speak up. This could be challenging for individuals from polite or deferential cultures, like for Asian people. They may just feel less comfortable to make their voice to be heard or to share ideas, especially if they are new in the team or have a junior role. On the other hand, members from Western or Scandinavian countries who are used to flat organizational hierarchy may be more inclined to point out their opinions.



The work culture differs across the globe and with it also the attitudes towards the authority is there. So, indeed some cultures are okay with flat organizational structures, while others are used to a formal hierarchy. So, behaviour that is perceived as respectful in one culture may not be seen that way in the other; this is a very big problem. So, therefore when it is perceived it is the inward behavior, the particular behavior in the one culture which is supposed to be respectful.

In other cultures it may not be that perception and as a result of which team members from hierarchies' cultures expect to be treated differently according to their status in the corporation. So, this is a very simple example of calling by the first name. So, team members from hierarchical cultures want to be called by the sir. But in the other culture it might be by the first name. So, the person may not be comfortable.

Another issue related to the work culture is being less likely to speak up and this could be challenging for individuals from polite or differential cultures like for Asian people. So, therefore in that case it is that is the polite differential cultures in Asia. These matches feel less comfortable making their voices to be heard or sharing their ideas. Because of their polite in nature and therefore they may not be having those particular expressions of in the meetings.

And therefore, in that case, it might be possible that is their voice, their ideas. If they are new in the team or in the junior role then it may be less comfortable for them. So, on the other hand,

members from the western are the Scandinavian countries those who are speaking directly. And therefore, in that case, that will be becoming the very, very important for them to communicate directly. So, free flow of communication may be there.

**(Refer Slide Time: 11:10)**

### **3. Challenge: Decision-making Conflicts**

Working in a multicultural team means also facing differences in how decisions are made and in how much analysis is required by teammates beforehand. Conflicts arise when some of them make decisions quickly versus slowly, or analytically versus instinctively. Someone who prefers making decisions quickly may grow frustrated with those who need more time.

### **4. Challenge: Negative Cultural Stereotypes And Prejudices**

The interactions of people from different country unavoidably arise unconscious cultural biases and stereotypes. Those can be quite difficult to overcome, particularly if they make part of the team less inclined to work together. Negative culture stereotypes can be seriously disruptive to company morale and can also affect productivity.



So, decision making conflicts also there. So, what so one side there is the communication challenges, other side is the decision-making conflicts. Working in a multicultural team means also facing differences in how decisions are made in how much analysis is required by teammates beforehand is there. So, conflicts arise when some of them make decisions quickly versus slowly, so, analytically versus instinctively.

So, therefore in that case that is the decisions which are based on the rational, logical, analytical and somebody is taking the decisions on the basis of their intuitions. So, therefore and immediately then definitely in that case this may be creating the frustration among the others. So, negative cultural stereotypes in the predictions may be there. The interactions of people from different country unavoidably arise unconscious culture biases and stereotypes are there.

Those can be quite difficult to overcome particularly if they make part of the team less inclined to work together. Negative cultures; your steps can be seriously disruptive to company moral and can also affect the productivity is there. And therefore, in that case it is whenever there is this

type of the culture is there so then there will be disruption. So, this is disruptive behaviour to the company that will also affect productivity.

And the culture in the team also and the culture in the organization also. So, that will be having the prejudice sizes and biases and a negative impact will be there. So, here company has to take care of its strategies for addressing the challenges. So, what are those strategies? The four main strategies for addressing the challenges are adaptations that acknowledge the cultural gaps and find ways to work around them.

**(Refer Slide Time: 13:12)**

#### **Four Main Strategies for Addressing the Challenges**

- The most desirable is **adaptation**, which acknowledges cultural gaps and finds ways to work around them. This works well but requires creativity, self-awareness, and time.
- A second option is **cultural intervention**, where projects or tasks are reassigned to reduce friction or to compel team members to get to know each other better.
- Then there's **managerial intervention**. Managers can set rules, and step in when there is a need for someone with authority.
- As a last resort that Harvard's study suggests is the **exit option**: completely removing someone from the team. This is costly and the most extreme way to salvage a situation.



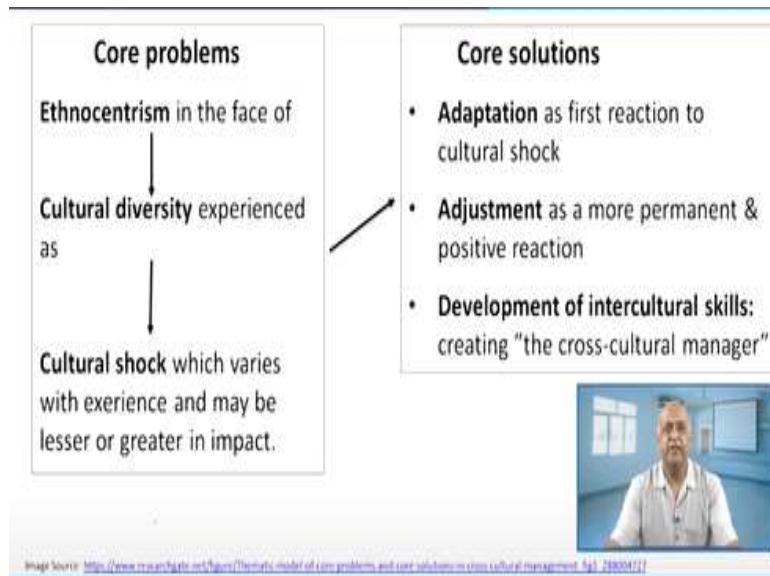
So, as I mentioned in the beginning that they because they are coming from the different culture. So, naturally there will be the different communication, styles will be there, their different habits will be there, their different issues will be there. So, then in that case naturally we have to accept that yes. There will be the divert, whenever there is a diversity there will be challenges. So, we have to adopt it that is yes.

This is a situation because unless and until we will not accept that. How it will? So, this works well but requires creativity, self-awareness and time is there. So, once you adopt it then definitely you require certain that creativity and self-awareness and certain time is required. The cultural interventions is required to reduce friction or to compel team members to get to know each other better.

Then there is a managerial intervention, managers can set rules and the step in when there is a need for someone with authority is there. So, managerial intervention will be there. As a last resort that Harvard study suggests is the exit option. So, completely removing someone from the team this is costly in the most extreme way to salvage your situation is there. So, but this particular first strategy that is not the; suggested one unless and until it is must.

So, adaptation, cultural interventions, managerial interventions and the exit option and these four stages when we are adopting. So, then managers will be able to make the lead the team and therefore there can be the effectiveness of the team and work will be there.

**(Refer Slide Time: 14:54)**



Now the core problems are its ethnocentrism in the face and then the cultural diversity experienced as cultural shock which varies with experience and maybe lesser or greater impact. And normally it is the greater impact and course solutions are these adaptation adjustment and development of intercultural skills. So, whenever there is a cultural shock is there that is the first reaction to the cultural shock will be there that is old.

So, much cultural difference is there. And but what is required the adjustment is a more permanent and positive reaction that is the whenever such type of teams are there the rest of the team members they should make the adjustments. And developments of intercultural skills are

there. Many times, it is also seen by when they there is a productive team. So, productive team what it does? And it is they learn the culture of each other, they learn the communication skills of each other.

They learn the way that their direct and indirect way to express the opinion, ideas in the; team that is also they are learning. So, therefore the cross-cultural managers many times and they come out with the more ideas, more productivity, more effectiveness. And as a result of which these and what is leader is required? The leader is required to develop that inter cultural skills if he is able to develop those intercultural skills and already there is an adjustment is there.

So, this cultural shock will be less and that is how many companies they are starting with the orientation programs and in the orientation programs they work on that particular this schedule that is the people and they enjoy. They enjoy that diversity and then as our Indian culture is there that is the unity in diversity. So, the team is developing that unity in diversity on the basis of these intercultural interactions.

And therefore, the cultural shock will be less and there might be but the time period, the time period for this cultural shock will be less and the team will be very soon working into the direction of the goals.

**(Refer Slide Time: 17:17)**

### Multicultural Managers and Organizations

#### The Multicultural Manager:

- Has the skills and attitudes to relate effectively to and motivate people across race, gender, age, social attitudes, and lifestyles.
- Respects and values the cultural differences.
- Has the ability (e.g., is bilingual) to conduct business in a diverse, international environment.
- Has a cultural sensitivity in being aware and interested in why people of other culture act as they do.
- Is not parochial in assuming that the ways of one's culture are the only ways things should be done.
- Is not ethnocentric in assuming that the superiority of one's culture over that of another culture.



The multicultural managers and the organizations are there. The multicultural manager has the skills and attitude to relate effectively to motivated people. Now, this is the skill is required. So, first, once the person is having that particular understanding that is the yes, there will be the different cultural people. So, then he should be skillful and his attitude is to motivate the people across the race, gender, age, social attitude, and lifestyles.

For example, even this gender is there. So, therefore in that case the effective leader that we will be able to work on this different diversity. He respects and values the cultural differences manager and has the ability bilingual to conduct business in a diverse international environment has a cultural sensitivity in being aware and interested in why people of other culture act they do. It is not parochial in assuming that the ways of one's culture are the only ways things should be done.

And as a result of which is not ethnocentric in assuming the superiority of one's culture over that of another culture. So, therefore in that case there is no such complexity is there, no complexity to that particular person that is the manager will think that is my culture is better than others culture, it is not like this. Everybody's culture has been respected. Similarly, the cultures over that of another culture there is nothing like superiority is there.

And therefore, in that case everybody is equal and when the everybody's culture is equal, everybody's culture is honoured then definitely you can assume that what will be the environment.

**(Refer Slide Time: 19:05)**

## Developing Multicultural Organizations

Multicultural organization development (MCOD) is a process of change that supports an organization moving from a monocultural – or exclusive – organization to a multicultural – or inclusive, diverse and equitable – organization. The approach requires an initial assessment of where the organization is and a commitment to a vision of where it wants to be in the future.

- Stages of MCOD model:

Stage 1: The Exclusionary Organization

Stage 2: The Club

Stage 3: The Compliance Organization

Stage 4: The Affirming Organization

Stage 5: The Redefining Organization Stage

Stage 6: The Multicultural (Inclusive) Organization



The multicultural organization development is a process of change that supports an organization moving from a monoculture or exclusive organization to a multicultural one. So, therefore this multicultural organization development. So, in many organizations nowadays it is common that find it is the employees are coming from the different countries, and different cultures. So, therefore from a monoculture, it is going to be the organization into a multicultural one.

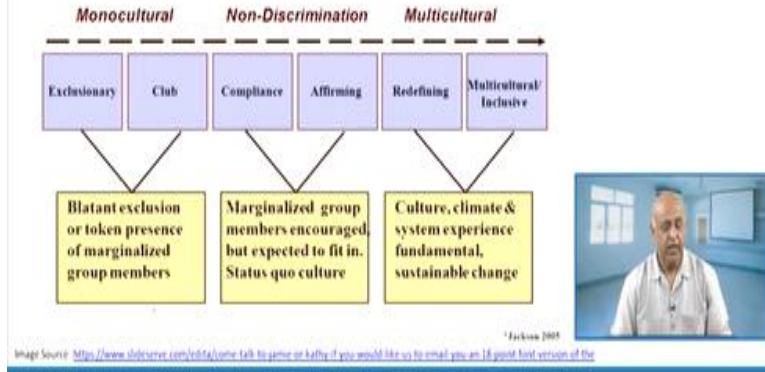
So, what is required the inclusivity is required and the understanding of the diversity and equitable that is has to be understood, that is there will be a diverse culture. But we have to create the equitability in the organization and the approach requires an initial assessment of where the organization is committed to a vision it wants to be in the future. So, and there will be the exclusionary organization, the club, the compliance organization, the affirming organizations, the redefining organization stage, and the multicultural inclusive organizations will be there.

So, whenever we want to develop a multicultural organization development, we have to implement these all six stages and whenever you right from these your exclusionary organization to the inclusive of the organization. So, therefore right from that cultural shock to the; becoming the effective team. So, unless and until you do not treat the team members respectfully. If you do not make them the comfortable you do not make them mean to understand to each other, then that the team cannot be developed.

**(Refer Slide Time: 20:52)**

## Multicultural organization development (MCOD) Model

### Jackson/Hardiman MCOD Continuum\*



So, multicultural organization development model Jackson, Hardiman is given this the multicultural organization development continuum and monoculture, non-discrimination and the multicultural this transformation will be there from the monoculture to the multicultural. So, therefore in the blatant exclusion or the token presence of marginalized group members is there. So, therefore in that case it will start with the exclusionary.

So, with in this particular stage you what you have to do? In that is the club. So, you have to club them you are doing making them to work together. And the marginalized group members encouraged but expected to fit in status quo culture, compliance and affirming. So, therefore those employees are their active members are there. So, then those who are the marginalized group members and the cultural, climate and system experience fundamental sustainable change is there.

So, that is redefining the multicultural and inclusive is there. So, always we talk about that is the whenever we are talking about the change that it is from the unfreezing and taking to the refreezing. So, it becomes very important that is the; you also take the care of the change process and here I would like to mention that is compliance and affirming. The leader's effectiveness will depend on this because the most of the members.

You see that is some of them will be the totally into the monoculture, some of them those who are ready for the multicultural. But some of them they will be in the margin. So, these marginalized groups with the compliance and affirming and these steps are to be taken by the leader. Leader has to understand, he has to bring the team at a particular competitive level and to bring the count team at the particular competitive level it becomes very important.

That is the you are having the compliances is there. Because the club is already there, the group has form. But when you are taking into the multicultural inclusive level then in that case you have to take care of those employees those who are having at the marginal level.

**(Refer Slide Time: 23:03)**

#### **Multicultural organization development (MCOD) Model**

- The MCOD model, based on earlier work by Jackson and Holvino, provides a useful way for an organization to:
  1. frame an initial assessment of where it is on the path to multiculturalism,
  2. decide on a vision of multiculturalism it wants, and
  3. select appropriate goals and interventions to support its desired vision.

#### **Stage 1: The Exclusionary Organization ~ NO WAY!**

- Openly maintains the privileged group's power and privilege
- Deliberately restricts membership
- Intentionally designed to maintain dominance of one group over others
- Overt discriminatory, exclusionary, and harassing actions go unaddressed
- Unsafe and dangerous environment for marginalized group members.



So, the multicultural organization development model based on earlier work by Jackson and Holvino provides a useful way. And there is a frame in the initial assessment of where it is on the path to multiculturalism. So, you are leading that particular group towards the multiculturalism is there and then you decide on a vision of multiculturalism it wants. So, what the multicultural is the goal that it wants to achieve and they select the appropriate goals and interventions.

So, here I would also like to take the help of the OD organization development is there. So, structural interventions, team interventions. So, these interventions appropriate interventions are to be used to support the desired vision, and the exclusionary organizations those are the it will

not work. So, there openly maintain the privileged groups, power, and privilege and deliberately restrict membership. So, that is the exclusionary is there.

So, is so that is why many times those who are having this exclusionary organizational system so they restrict the membership, they do not allow to even recruit the member employees from the different cultures. Intentionally designed to maintain dominance of one group over others. And therefore, in that case, there will be groupism and the one group will not allow the other group to enter. So, over discriminatory exclusionary, and harassing actions go on addressed.

So, therefore in that case the practices in the team that will be a very negative and unsafe, and dangerous environment for marginalized group members will be there. Because those who are coming from a different culture and there might be chances that is they may feel unsafe and dangerous. So, what is required?

**(Refer Slide Time: 24:54)**

**Multicultural organization development (MCOD) Model**

**Stage 2: "The Club" ~ Our way or the highway!**

- Maintains privilege of those who have traditionally held power and influence
- Monocultural norms, policies, and procedures of dominant culture viewed as the only "right" way: "business as usual"
- Dominant culture institutionalized in policies, procedures, services, etc.
- Limited number of "token" members from other social identity groups allowed in IF they have the "right" credentials, attitudes, behaviors, etc.
- Engages issues of diversity and social justice only on club member's terms and within their comfort zone

Image Source: <https://assets.entrepreneur.com/content/1x1/2000/1994488478-ban-bonny-vocabulary.jpg>



So, therefore in the club our way to the highway so when it is not the; my way is highway, it is in from no way to the; our way or the highway is there. So, here it maintains the privilege of those who have traditionally held power and influence. And mono cultural norms policies and procedures of the dominant culture are viewed as the only right way to business as usual. So, therefore in that case it is not the question of your way or my way it is the right way.

So, the dominant culture institutionalizes in policies, procedures, services etcetera. So, here it is very, very much important that is the; we have to be very careful in understanding and framing policies, processing, and services. The limited number of token members from other social identity groups allowed in if they have the right credentials attitude and behavior and therefore those who are able to mix up. So, they have been allowed.

So, engaging issue of diversity and social justice only on club members' terms and within their comfort zone is there. So, here you see those who can be comfortable. Here, it is very important to point has been mentioned that is about the diversity and social justice is there. So, this will be only possible when there are the club members are there and, in the club, members are there so then you can create a comfort zone.

So, here it is that is the collective actions will be taken and on the basis of these collective actions the decisions will be taken in this particular our way or the highway is concerned. So, in the stage two what if what from the; we are moving up? We are moving from the no way that is from the exclusion to the other way is there. So, now what is the role of leadership here? The role of leadership is the right credentials to identify the right credentials that who will be the right person to incorporate into team.

**(Refer Slide Time: 26:58)**

#### Multicultural organization development (MCOD) Model

##### Stage 3: The Compliance Organization ~ The letter of the law!

- Committed to removing some of the discrimination inherent in the Club organization
- Provides some access to some members of previously excluded groups
- No change in organizational culture, mission, or structure
- Focus: Do not make waves, or offend/challenge dominant group members
- Efforts to change profile of workforce (at bottom of organization)
- Token placements in staff positions: Must be "team players" and "qualified"
  - Must assimilate into organizational culture
  - Must not challenge the system or "rock the boat"
  - Must not raise issues of racism, classism, ableism, heterosexism, religious oppression, ageism.



The third is the compliance organization, the letter of the law. They are committed to removing some of the discrimination inherent in the club organization. So, therefore in that case this is to be taken care of. So, this removal of the discrimination inherent in the club organization that will be there; that should be there and they provide some access to some members of previously excluded groups. So, it is those who have been excluded earlier they should be given certain access also.

So, therefore no change in organization, culture mission or structure is there. So, ultimately it is organizational culture that has to be there and that should not be changed and do not make waves are often the challenges dominant group members are there. So, therefore in that case about it should be our focus. So, our focus is to be that is the whenever we are talking about these challenges there, our offend is there.

So, then there should not be this offend and challenge by the dominant group members should not be there. They should not do that. Efforts to change the profile of work force at bottom of organization. So, therefore for every team member, for every culture there are certain essentials and then essentials are that has to be made. So, efforts are to be made to change the profile if somebody is not having.

Token placements in stock positions must be team players and qualified, must assimilate into organization culture, must not challenge the system or rock the boat, must not raise issues of racism, classism, ableism then the hetero sexism, religious operations and the ageism. So, therefore, whatever the reasons are there which are making the suppress the group or team that those all issues that they should not be allowed to raise.

**(Refer Slide Time: 28:55)**

## Multicultural organization development (MCOD) Model

Stage 4: The Affirming Organization ~ We welcome "diverse candidates".

- Committed to eliminating discriminatory practices and inherent advantages
- Actively recruits and promotes members of groups that have been historically denied access and opportunity
- Provides support and career development opportunities to increase success and mobility
- Employees encouraged to be non-oppressive ~ awareness trainings
- Employees must assimilate to organizational culture.



DIVERSITY HIRING



Source: [https://content.wixstatic.com/assets/203/10/Diversity\\_Hiring\\_Diverse\\_Candidates.jpg](https://content.wixstatic.com/assets/203/10/Diversity_Hiring_Diverse_Candidates.jpg)

The affirming organizations is there that is we welcome the diverse candidates. So, now from the exclusive to marginalized, conforming now we are going to miss the affirming. So, committed to eliminating discriminatory practices and inherent advantages are there. So, actively recruits and promotes the members of the groups that have been historically denied access and opportunity and the therefore in that case that a group has been those who were earlier not selected.

Now the team will provide the support and career development opportunities to increase success and mobility is there and it is a responsibility of the leader. The employees encourage to be the non-oppressive awareness training is there. So, therefore in that case employees must assimilate to organizational culture. And whenever they are assimilating to organizational culture then definitely in that case, they will be able to work together in the diversity also.

So, here it is the employee should be always given they should be selected also. So, therefore in that case as per the selection procedure of the organization is concerned. So, such type of employees should be applicant should be allowed to get selected into the organization and whenever they are ready to work in the organization then at that time this type of these training programs that can be organized.

So, that therefore if there is a very high gap or there is a diversity then here, they will be able to perform in us collectively with the help of the training. And whenever this training programs will be provided, they will be able to perform.

**(Refer Slide Time: 30:38)**

### **Stage 5: Redefining Organization**

**Inclusion is central to our success and daily practices!**

- In transition
- Working to create environment that "values and capitalizes on diversity"
- Working to ensure full inclusion of multicultural workforce to enhance growth and success of organization
- Begins to question limitations of organizational culture: mission, policies, structures, operations, services, management practices, climate, etc.



So, redefining organization is our success and daily practices are there in transition and working to create environmental values and capitalize on the diversity. So, that is working to ensure full inclusion of multicultural workforce to enhance the growth and the success of organization. So, it is the beginner to question limitations of organization culture and therefore it is a mission, policies, structure, operations, services, management practices and climate is there.

So, this is very important find for the leader is concern that is the leader should go for this type of this redefining organization practices and implement the policies and practices to redistribute the power and the empowerment of all members is there.

**(Refer Slide Time: 31:25)**

## Stage 6: Multicultural Organization (Fully Inclusive Organization)

- At this stage, differences of all types become integrated into the fabric of the business of the organization, such that they become a necessary part of doing its everyday work.
- A multicultural organization can be defined as one where:
- The diversity of knowledge and perspectives that different groups bring to the organization shapes its strategy, work, management and operating systems, and its core values and norms for success; and
- Members of all groups are treated fairly, feel included, have equal opportunities and are represented at all organizational levels and functions.



And finally, the inclusive organization is there. In the inclusive organizations it can be the diversity of work knowledge and the perspectives has to be there. So, that they will be here that is the fabric of the business of the organization such that all are working together are there. And members of the all groups are treated fairly, they feel included and have equal opportunities and represented organizational levels and functions are there.

**(Refer Slide Time: 31:50)**

ORGANIZATIONAL DIMENSION	Monocultural	Transitional	Multicultural
MISSION/ PURPOSE	<ul style="list-style-type: none"><li>• Exclusive</li><li>• Ignores differences</li><li>• Driven by dominant groups</li></ul>	<ul style="list-style-type: none"><li>• Non-committal</li><li>• Linked with diversity</li></ul>	<ul style="list-style-type: none"><li>• Inclusive</li><li>• 4-bottom line (Economic, Governance, Social, Environmental)</li></ul>
STRUCTURE/ ROLES	<ul style="list-style-type: none"><li>• Rigid hierarchy</li><li>• Decision-making limited to dominants</li></ul>	<ul style="list-style-type: none"><li>• Hierarchical</li><li>• Limited teams/matrix</li><li>• Glass ceilings</li></ul>	<ul style="list-style-type: none"><li>• Shared decision-making</li><li>• Flat/flexible</li><li>• Wide access</li></ul>
POLICIES/ PROCEDURES	<ul style="list-style-type: none"><li>• Discriminatory</li><li>• Unwritten rules/word of mouth</li></ul>	<ul style="list-style-type: none"><li>• EEO/AA</li><li>• Some supportive policies (e.g., partner benefits)</li><li>• Performance appraisals reviewed</li><li>• Zero tolerance</li></ul>	<ul style="list-style-type: none"><li>• Flexible work arrangements</li><li>• Fair and transparent performance appraisals</li><li>• Score cards</li></ul>

Image Source: <https://iaaweb.org/sites/default/files/multicultural.pdf>



So, these are the on the basis of the above discussions these are the mono cultural transitional and multicultural parameters are there and accordingly we can develop the policies can be developed.

**(Refer Slide Time: 32:02)**

ORGANIZATIONAL DIMENSION	Monocultural	Transitional	Multicultural
INFORMAL SYSTEMS/ CULTURE/NORMS	<ul style="list-style-type: none"> <li>• Open and subtle harassment</li> <li>• Homosocial</li> <li>• Assimilation</li> </ul>	<ul style="list-style-type: none"> <li>• Support groups</li> <li>• "Don't ask, don't tell"</li> <li>• Accommodation</li> </ul>	<ul style="list-style-type: none"> <li>• Multilingual, multicultural symbols/norms</li> <li>• Openly confront discrimination</li> </ul>
PEOPLE/ RELATIONSHIPS	<ul style="list-style-type: none"> <li>• Homogeneous/tokens</li> <li>• Patriarchal</li> <li>• Segregated work teams</li> </ul>	<ul style="list-style-type: none"> <li>• Minimum numbers</li> <li>• Guarded/political relations</li> </ul>	<ul style="list-style-type: none"> <li>• Diverse at all levels</li> <li>• Dialogue across diverse groups</li> <li>• Org. learning</li> </ul>
LEADERSHIP	<ul style="list-style-type: none"> <li>• Charismatic</li> <li>• Autocratic</li> </ul>	<ul style="list-style-type: none"> <li>• Bureaucratic</li> <li>• Visionary</li> </ul>	<ul style="list-style-type: none"> <li>• Shared/rotating</li> </ul>
ENVIRONMENT	<ul style="list-style-type: none"> <li>• Exploitation</li> <li>• Opposition to</li> </ul>	<ul style="list-style-type: none"> <li>• Limited interaction/response to shifting demographics</li> </ul>	<ul style="list-style-type: none"> <li>• Global focus/local action</li> <li>• Socially responsible</li> </ul>
PRODUCTS/ SERVICES/ TECHNOLOGY	<ul style="list-style-type: none"> <li>• 1 dimension</li> <li>• "Culture neutral"</li> </ul>	<ul style="list-style-type: none"> <li>• Targeted/stereotyped markets</li> </ul>	<ul style="list-style-type: none"> <li>• Adapts or creates for new populations</li> </ul>

Image Source: <https://maccer.org/sites/default/files/mccogmodel.pdf>



On basis of this we will be able to create that environment that is the global environment, socially responsible environment that will be developed production services and technology will be developed.

(Refer Slide Time: 32:16)

### Case Study : Multicultural Multinational Teams at IBM

- When many people think of a traditional, established company, they think of IBM. IBM has been famous for its written and unwritten rules—such as its no-layoff policy, its focus on individual promotions and achievement, the expectation of lifetime service at the company, and its requirement of suits and white shirts at work. The firm was one of the mainstays of the “man in a gray flannel suit” corporate culture in the United States.
- Times have certainly changed.
- IBM has clients in 170 countries and now does two-thirds of its business outside the United States. As a result, it has overturned virtually all aspects of its old culture. One relatively new focus is on teamwork.



Image Source: [https://www.ibm.com/uk/en/content/reports/2017/IBM\\_Logo\\_584x311.jpg](https://www.ibm.com/uk/en/content/reports/2017/IBM_Logo_584x311.jpg)

And ultimately, we will be having the inclusive organization. These are the case studies.

(Refer Slide Time: 32:23)

### **Case Study : (Cont.)**

- First, they help lay the groundwork for uncovering business in emerging economies, many of which might be expected to enjoy greater future growth than mature markets. Stanley Litow, the IBM VP who oversees the program, also thinks it helps IBMers develop multicultural team skills and an appreciation of local markets. He notes, "We want to build a leadership cadre that learns about these places and also learns to exchange their diverse backgrounds and skills. Among the countries where IBM has sent its multicultural teams are Turkey, Tanzania, Vietnam, Ghana, and the Philippines.
- As for Chakra, he was thrilled to be selected for the team. "I felt like I won the lottery," he said. He advised GreenForest on how to become a paperless company in 3 years and recommended computer systems to boost productivity and increase exports to western Europe.



**(Refer Slide Time: 32:27)**

### **Case Study : (Cont.)**

- Another team member, Bronwyn Grantham, an Australian who works at IBM in London, advised GreenForest about sales strategies. Describing her team experience, Grantham said, "I've never worked so closely with a team of IBMers from such a wide range of competencies."
- **Questions:**
  1. Would you like to work on one of IBM's multicultural, multinational project teams? Why or why not?
  2. Multicultural project teams often face problems with communication, expectations, and values. How do you think some of these challenges can be overcome?
  3. Why do you think IBM's culture changed from formal, stable, and individualistic to informal, impermanent, and team-oriented?



This case study and you will be able to answer the questions on this case study.

**(Refer Slide Time: 32:29)**

**Research Paper**

 Emerald

Received 29 April 2019  
Revised 27 February 2020  
Accepted 3 April 2020

Vol. 24 No. 3 2020 pp. 301-318  
DOI: 10.1108/MBE-04-2019-0037

Diversity climate perceptions and its impact on multicultural team innovation and performance

---

Raavee Kadam, Srinivasa A. Rao, Waheed Kareem Abdul and Shazi Shah Jabeen

---

Journal Name: Measuring Business Excellence

### Purpose

This study aims to examine the influence of diversity climate perceptions (DCPs) on team member's contribution to team innovation and team performance in a multicultural team (MCT). The authors also investigate the moderating effect of cultural intelligence on these relationships.



(Refer Slide Time: 32:31)

### Research Paper

#### Design/methodology/approach

This study aims to examine the influence of diversity climate perceptions (DCPs) on team member's contribution to team innovation and team performance in a multicultural team (MCT). The authors also investigate the moderating effect of cultural intelligence on these relationships.

#### Findings

Results indicated that when team members have positive DCPs, it had a positive impact on their innovation and performance in the team. Cultural intelligence was also found to have a direct impact on team member innovation but not on team member performance. Furthermore, cultural intelligence was found to positively moderate the DCPs – team member performance relationship but not the DCPs – team member innovation relationship.



(Refer Slide Time: 32:33)

## Research Paper

### Practical implications

Managing diversity is a key concern for organizations worldwide given the exponentially rising cultural diversity within the workforce. This study would enable practitioners to understand that developing positive DCPs and cultural intelligence of team members are critical to the success of MCTs.

### Originality/value

Literature has documented mixed results pertaining to team diversity and its effect on performance, resulting in scholars urging the need to explore how the negative effects of team diversity can be mitigated. This research establishes that positive DCPs and cultural intelligence as two key factors contributing to the performance of MCTs.



And these are the research papers which you can refer and that will help you.

(Refer Slide Time: 32:34)

## Book Recommendation

### Multicultural Teams: Creating and sustaining an environment for learning from perspective diversity that maximizes team effectiveness

**Authors:** Robin Denise Johnson

**Publisher:** CreateSpace Independent Publishing Platform;

1st edition (May 2, 2013)

**Language:** English

**ISBN-10:** 1484818067

**ISBN-13:** 978-1484818060

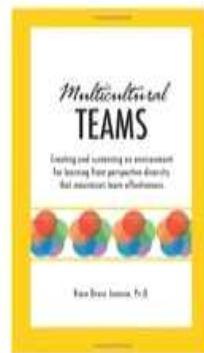


Image Source: [http://www.everysite.com/images/3/compressed\\_photo\\_godreeds.com/books/1187642906/17895548.jpg](http://www.everysite.com/images/3/compressed_photo_godreeds.com/books/1187642906/17895548.jpg)

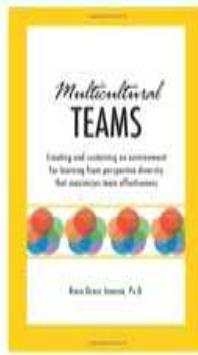
And this is the book that will multicultural teams creating and sustaining environment for learning from perspective diversity and maximize the team effectiveness is there.

(Refer Slide Time: 32:45)

## Book Recommendation

Multicultural Teams outperform other teams when you need creativity, commitment and buy in - but only if they are designed and managed well. This book will explain how to design and manage your multicultural team well, and how to create and sustain a learn-from-differences environment.

Dr. Robin gives practical suggestions from research on how to design your team and then explains how you can leverage diverse perspectives within the team to maximize creative problem solving. These include: A clear, motivating focus that requires team members to engage in a conversation about why the mission is important strategically to the organization and personally to them; An understanding of how important designing the team well is, while knowing how to make the right intervention into the group process at the right time; Metrics that measure output, learning and satisfaction; The right degree of empowerment and the right type of team given your task and members; And the use of interlocking skills that maximize learning within the team.



[Image Source: <http://prudent.com/images/long-reviews/photogoodreads.com/books/1387642901/17895548.jpg>](http://prudent.com/images/long-reviews/photogoodreads.com/books/1387642901/17895548.jpg)

And therefore, we will be understanding that is how to design the team for the effective performance.

(Refer Slide Time: 32:51)

## References

- Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (2015). Leadership: Enhancing the Lessons of Experience (8th Edition). McGraw Hill.
- Northouse, P. G. (2019). Leadership Theory and Practice Eighth Edition (8th ed.). Sage Publications, Inc.
- Miller, D., & Toulouse, J.-M. (1986). Chief Executive Personality and Corporate Strategy and Structure in Small Firms. *Management Science*, 32(11), 1389–1409. <https://doi.org/10.1287/mnsc.32.11.1389>
- Kadam, R., Rao, S.A., Kareem Abdul, W. and Jabeen, S.S. (2020), "Diversity climate perceptions and its impact on multicultural team innovation and performance". *Measuring Business Excellence*, Vol. 24 No. 3, pp. 301-318. <https://doi.org/10.1108/MBE-04-2019-0037>
- Robbins, S. P., Judge, T. A., & Vohra, N. (2016). Organizational Behavior (16th Edition). Pearson Education Inc.
- Sources: Based on C. Hymowitz, "IBM Combines Volunteer Service, Teamwork to Cultivate Emerging Markets," *The Wall Street Journal* (August 4, 2008), p. B6; S. Gupta, "Mine the Potential of Multicultural Teams," *HR Magazine* (October 2008), pp. 79–84; and H. Aguinis and K. Kraiger, "Benefits of Training and Development for Individuals and Teams, Organizations, and Society," *Annual Review of Psychology* 60, no. 1 (2009), pp. 451–474.  
<https://hbr.org/2006/11/managing-multicultural-teams>  
<https://naeef.org/sites/default/files/micodmodel.pdf>  
<https://slideplayer.com/slide/6596038/>  
<https://slideetodoc.com/chapter-15-cultural-diversity-and-international-organizational-behavior/>  
<https://opentextbc.ca/organizationalbehavioropenstax/chapter/multicultural-teams/>



These are the references which we can refer for the further readings also. Thank you.

**Leadership and Team Effectiveness**  
**Prof. Santosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology, Roorkee**

**Lecture - 47**  
**Building Great Teams**

In this particular after this virtual team's multicultural teams, now we will talk about how to build the great teams are there. In this team building four components of team building; team building processes.

**(Refer Slide Time: 00:35)**

**CONTENTS**

- Team Building
- Four components of Team Building
- Team Building Process
- Types of Team Building Exercise
- 12C's of Team Building
- Laws of Team Building
- Five Behaviour of Cohesive Teams
- Turning individual into team player
- Case study
- Research Paper
- Book recommendation
- References

Image source: <https://www.dreamstime.com/team-building-concept-people-holding-letters-stars-vector-teamwork-design-team-building-concept-people-holding-image139089289>



34

Types of team-building exercise, 12 C's of team building, laws of team building, 5 behavior of cohesive teams turning individuals into team players, the case study, research papers, and book recommendations that we will be referring.

**(Refer Slide Time: 00:48)**

## Team Building

- Team building is a management technique used for improving the efficiency and performance of the workgroups through various activities. It involves a lot of skills, analysis and observation for forming a strong and capable team. The whole sole motive here is to achieve the organization vision and objectives.
- Forming a great team requires a lot of skills and presence of mind. Usually, some managers specialize in team-building skills and are hired by the companies on this parameter.
- The manager responsible for team building must be able to find out the strengths and weaknesses of the team members and create the right mix of people with different skill sets.



35

So, team building whenever we talk about team-building, so it is a management technique used for the efficiency and performance of work groups, that already we have gone through these particular concepts. So, here but what is required it requires a lot of skills and analysis and observation for forming a strong and capable team misery. So, it is a skillful job, everybody will not be able to build the team and to achieve the organization's vision and the objectives are there.

So, here whenever we are talking about the great team require lots of skills. So, some managers specialization team building skills under hired by the companies on this parameter is there. The manager responsible for team building. So, he must be able to find out the strengths and weaknesses of the team members and create the right mix of the people with the different skill sets are there.

**(Refer Slide Time: 01:41)**

## Four Approaches/Components to Team Building

- **Goal setting:** This component is designed specifically to strengthen a team member's motivation to achieve team goals and objectives. Team members are expected to become involved in action planning to identify ways to achieve those goals.
- **Role clarification:** It entails clarifying individual role expectations, group norms and shared responsibilities of team member. Role clarification can be used to improve team and individual characteristics (i.e. by reducing role ambiguity) and work structure by negotiating, defining and adjusting team member roles.



36

So, whenever we are talking about goal setting, the component is designed specifically to strengthen a team member's motivation to achieve the team goals and the objectives are there, and whenever these team members that is a goal-setting. So, what is the goal of an individual and at the goal of the individual that has to be matched with the overall goal of the team and the overall goal of the team has to be matched with the vision of the organization?

So, that is the motivation to achieve team goals and objectives. So, team members are expected to become involved in action planning to identify ways to achieve those goals, that is how they can achieve those particular goals are there and therefore, in that case, that collective efforts are to be made. So, first and foremost is that is about the goal setting is there. The second is that role clarification.

So, it entails clarifying individual role expectations, group norms and the shared responsibilities of team member. So, role clarification can be used to improve team and individual characteristics. So, that is by reducing the role ambiguity is there what is the role of ambiguity? Role ambiguity means that you are playing the two roles suppose you are playing the role of a husband and role of son and then there is the wife is saying the different decision.

And the mother is saying the different decision and now you have to follow then to whom you will follow. So, now you are into the role ambiguity which role? I have to follow the role of a husband or I have to roll of a son or so therefore in that case that it is up to you only and

you, therefore, that role clarification that rule clarification can be used. So, that is the then somebody will tell you that is the; what role is to be played.

So, therefore in that case the work structure by negotiating defining. Then you can go for that particular role. Clarification is there so you have to negotiate wherever you can negotiate with mother or with your wife, so negotiating and defining is required.

(Refer Slide Time: 03:55)

### Four Approaches/Components to Team Building

- **Interpersonal relations:** It assumes that teams with fewer interpersonal conflicts function more effectively than teams with greater number of interpersonal conflicts. It involves an increase in teamwork skills, such as mutual supportiveness, communication and sharing of feelings.
- **Problem solving:** The fourth component emphasizes on the identification of major problems in the team's tasks to enhance task-related skills. It is an intervention, in which team members identify major problems, generate relevant information, engage in problem solving, action planning, implement and evaluate action plans.



37

Now, the second is interpersonal relations. It assumes that teams with fewer interpersonal conflicts function more effectively. So, the teams with the greater number of interpersonal conflicts are there. So, naturally, that is the whenever their interpersonal conflicts are less. So, interpersonal conflicts where there are interpersonal conflicts are there. As we have seen in the multi multicultural teams also.

Maybe because of the diversity cultural diversity is there or there may be the personality differences are there. So, therefore that interpersonal conflicts will arise, and naturally, the leader what leader has to do, and the leader has to manage those interpersonal conflicts, lesser the fear will be the interpersonal conflicts more will be the greater number of the results better will be the results are there.

So, the team will be more effective. It involves an increase in teamwork skills, mutual supportiveness, communication, and sharing of feelings is there whenever there will be the less conflicts and that is understood as a problem solved. This is a very important point is

there, normally what happens is that is there whenever we are working in the organization you find that there are the certain problems are there.

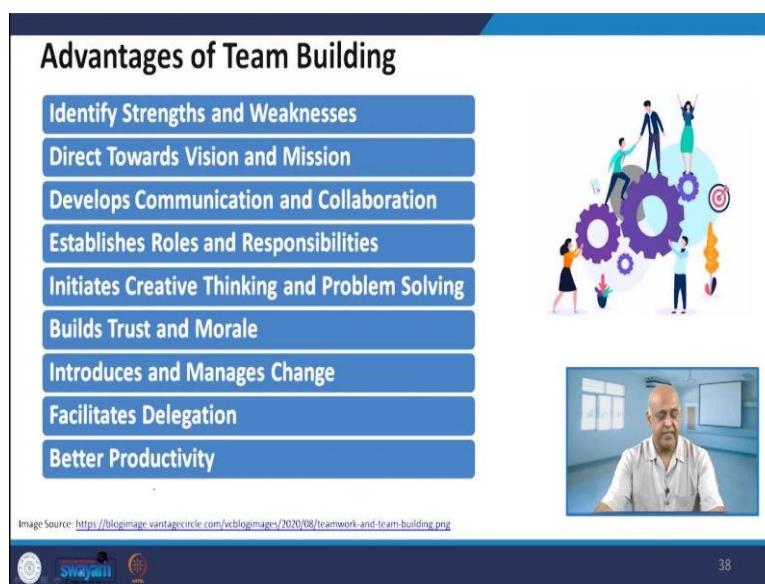
So, the fourth component emphasizes on the identification of major problems in the team's tasks to enhance the task-related skills. And in it is an intervention the team members identify major problems, generate relevant information, engage in problem-solving, and action planning, and implement and evaluate the action plans are there. So, therefore always there will be the action plans that will be based on and that is how you are the team is able to solve the problem. And the leader plays a very important role.

(Refer Slide Time: 05:40)

### Advantages of Team Building

- Identify Strengths and Weaknesses
- Direct Towards Vision and Mission
- Develops Communication and Collaboration
- Establishes Roles and Responsibilities
- Initiates Creative Thinking and Problem Solving
- Builds Trust and Morale
- Introduces and Manages Change
- Facilitates Delegation
- Better Productivity

Image Source: <https://blogimage.vantagecircle.com/vxblogimages/2020/08/teamwork-and-team-building.png>

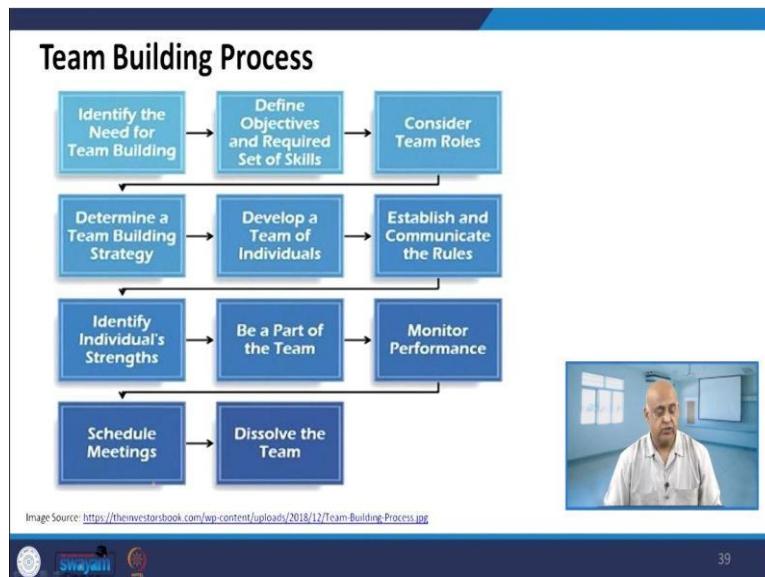


That is whenever there is a problem and then what action plan he decided and that will be the solving the interpersonal conflicts. Now, what are the advantages? The advantages are the first is that we identify the strengths and weaknesses. So, therefore in that case in team building we understand the strength and weaknesses, we direct towards the vision and mission, develop communication and collaboration establishes roles and responsibilities.

Initiates creative thinking and problem solving, builds trust and morale, introduces and manages the change, and facilitates delegation and better productivity is there. So, therefore in that case all these advantages whenever you are able to resolve these interpersonal conflicts make the team a great team, and the team is directed towards the achievement of goals. So, therefore, in that case, it is always we have to understand.

That is every individual in the team is a different personality and their thought process will be different, from their heritage, environment and in a given situation, every team member will act differently. So, therefore you have to understand it is the who will react and interacts in a given situation, and accordingly, the assignments of the team is to be given.

(Refer Slide Time: 07:01)



Now, in what is the team-building process? So, identify the need for team building and define the object using the required set of skills is there. So, therefore, in that case, is there any need of a team or not? That is a basic question. Now, please understand many jobs can be done by a single person, and many times the individuals feel that there is no need of a team and why the boss is creating the team.

So, therefore why there is a need for the team that should be justified. Define objectives and required set of skills for every particular job which the team has to perform the task has to perform. They should have the required set of skills are there otherwise the people are making the team but they are not able to do. So, considering the team roles to determine a team-building strategy.

Develop a team of individuals who establish and communicate the rules identify individual strengths, be a part of a team and monitor performance. And as a result of which then the schedule the meetings and dissolve the team is there. So, as we have seen right from the forming. So, forming, storming, norming, performing and adjourning is there. So, from this forming and then we until it is the adjourning is there that every team has to dissolve. And then that will be complete. The total team building process is there.

(Refer Slide Time: 08:28)

**Team Building Process**

- **Identify the Need for Team Building:** The manager has first to analyze the requirement of a team for completing a particular task. It should find out the purpose of the work to be performed, required skills for the job and its complexity before forming a team.
- **Define Objectives and Required Set of Skills:** Next comes the chalking down of the organizational objectives and the skills needed to fulfil it.
- **Consider Team Roles:** The manager considers the various aspects, i.e. the interactions among the individuals, their roles and responsibilities, strengths and weaknesses, composition and suitability of the possible team members.



40

Now, identifying the need for the team building is there. First to analyse the requirement of a team for completing a particular task. It should find out the purpose of the work to be performed, required skills for the jobs and its complexity before the forming a team is there. So, define objectives and required set of skills are there. So, next comes the checking down of the organizational objectives and the skills needed to fulfil it is there.

So, I would like to give the example that whenever we are having the deciding the organizational objective for this particular financial year, we will be cutting the cost. Now, the team which is working they should have that all those skills. So, that they can contribute towards the minimizing the cost. So, that type of the functions which are which are performed to be team. So, that has to be aligned with the organizational objectives.

So, therefore in that case this is but, it requires a set of skills a simple example is the energy consumption. And in the energy condition if you want to make the less energy consumptions and then you have to go for the solar. So, therefore in that case those but working on this solar and those particular skills are required for working on those types of the machineries which are working with the solar energies.

So, consider the team roles in the various aspect interactions among the individuals, their roles and responsibilities, strength and weaknesses, composition and suitability of the possibility members. So, therefore in that came who will pledge what role because you are

having the number of team members. And therefore, in that case but here it is to be connected about the individual.

And then they understand that is who can do what and who cannot do these certain activities. So, therefore if yours that strength and weaknesses is properly analysed about the individual then you can ascend the role accordingly.

**(Refer Slide Time: 10:29)**

**Team Building Process**

- **Determine a Team Building Strategy:** Now, the manager has to understand the operational framework well to ensure an effective team building. He must himself be assured of the objectives, roles, responsibilities, duration, availability of resources, training, the flow of information, feedback and building trust in the team.
- **Develop a Team of Individuals:** At this stage, the individuals are collected to form a team together. Each member is made familiar with his roles and responsibilities within the team.
- **Establish and Communicate the Rules:** The rules regarding the reporting of team members, meeting schedules, and decision making within the team are discussed. The individuals are encouraged to ask questions and give their views to develop open and healthy communication in the team.



41

So, determine a team building strategy has to understand operational framework well to ensure an effective team building. He must even still be assured of the objectives, roles, responsibilities, duration, availability of resources, training the flow of information, feedback and building trust in the team is very, very important is there. So, therefore in that case the leader he should be very clear about the; that what he wants to know why he is developing the team.

And therefore, in that case that manager or the leader he will be assured to the objectives and roles. That what roles are there and the responsibilities, what responsibilities are to be bare by the team members and by himself duration ability of resources. Now, when we; talk about the resources, machine, material, money, method, minutes. So, therefore whatever the ability of the resources are there.

So, then how it should be available and once resources are provided then the person should be able to run maintain these resources utilize those resources. And therefore, the proper training will be required, so there here it is also important that we talk about the team is a

collective effort. But we have to develop the team of individuals. So, therefore individuals are properly trained, because we are having the strength and weaknesses.

So, once we know the strength and weaknesses then we can collect the information and can develop them and make familiar with his role and responsibilities. And another important aspect is the; communicate the rules. Now many times the leaders they are not able to express that what they really want and what are the rules are there. But if somebody violates the rule.

And then they take the action and the team member says I was not aware of this rule. So, communicate the rules and therefore here whenever the decisions are taken by the leader. He will decide on the basis of this; whatever the schedules are there. And accordingly, the basis of the schedules he will ask the team member to perform and when he is able to perform then there is no problem.

**(Refer Slide Time: 12:39)**

### Team Building Process

**Identify Individual's Strengths:** Various team-building exercises are conducted to bring out the strengths of the individuals. It also helps in familiarizing the team members with each other's strengths and weakness.

**Be a Part of the Team:** At this point, the manager needs to get involved with the team as a member and not as a boss. Making the individuals realize their importance in the team and treating each member equally is necessary. The team members should see their manager as their team leader, mentor and role model.

**Monitor Performance:** Next step is checking the productivity and performance of the team as a whole. It involves finding out loopholes and the reasons for it. This step is necessary to improve the team's performance and productivity in the long run.



42

If he is not able to perform then definitely, in that case the manager has to manage all these directions. So, identify the individual strength, so various team building exercises are conducted to bring out the strengths of the individuals are there it also helps in familiarizing the team members. So, therefore with each other strengths and weaknesses also. So, many times when in the beginning itself there are the number of the exercises are there.

And by those exercises, they come to know about the each other. So, be a part of the team so at this point the manager needs to get involved with the team as a member and not as a boss. So, therefore he is the one of them. Making the individuals realize their importance in the

team and treating each member equally is necessary and the team members should see their managers as a team leader mentor and role model.

So, that role of that particular team member and that will be definitely will be different. So, monitor the performance. Next step is checking the productivity and performance of the team as a whole. So, because once you identify the strengths and be a part of the streams you started working and now whether they are working accordingly the expectations are not. So, finding out the loopholes and then but naturally.

In the team process they might be possible that some are able to perform some are not performing. So, find the loopholes and the reason for it that is why they are not able to perform this step is necessary to improve the team's performance and productivity in the long run. So, therefore in that case it is very, very important that is the whenever we are talking about the monitoring performance.

That is always we have to see that is the; it continues many times what happens the team is performing in the beginning then; it goes down then again it goes up then again it goes down. So, therefore this step of the; monitoring performance that will be creating a problem. So, that is to be properly monitored by the leader.

**(Refer Slide Time: 14:35)**

### Team Building Process

**Schedule Meetings:** One of the most crucial steps is to hold purposeful meetings from time to time to discuss team performance, task-related problems and discuss the future course of action.

**Dissolve the Team:** Lastly, the manager needs to evaluate the results and reward the individuals on their contribution and achievement. Finally, the team is dispersed on the fulfilment of the objective for which it was formed.

Image Source: <https://evokeddevelopment.com/wp-content/uploads/2017/06/Certified-Consultant-for-WorkPlace-Teambuilding.jpg>



So, schedule the meetings, one of the most crucial steps is to behold purposeful meeting and from time to time to discuss team performance. Whatever the task related problems and discuss the future course of action. Now, you see that is the many times the team members

they are frustrated of the meeting. That is the manager is calling the meeting again and again but here we have to understand.

That is unless and until the meetings are not organized that proper communication will not be there. And whatever the goal objectives feedback is there that will be discussed in the meetings only and finally it is a dissolved team. The manager needs to evaluate the results and reward the individuals on their contribution and achievement is there. So, therefore the fair evaluation is to be done.

Because the ultimately goal has been achieved, that is why the team has been dissolved normally. So, therefore the team is dispersed on the fulfilment of the objectives for which it was formed. And on the basis of this and that task is completed and the team will be dissolved.

**(Refer Slide Time: 15:38)**

### Potential Pitfall while Team Building

**Managers should avoid:**

- Expecting a new team to perform effectively from the word go
- Dominating the work of the team, whether intentionally or unconsciously
- Exercising excessive control which may stifle creativity
- Overlooking the influence of formal and informal team roles
- Allowing the team to lose focus on the tasks to be completed
- Allowing individuals to take credit for the achievements of the team
- Being overly dependent on providers of team building activities – these can help, but their role in developing a team needs to be carefully managed. A team does not automatically materialize at the end of a team building course



44

What are the challenges are the potential pitfall while the team building is there? So, managers should avoid the expecting a new team to perform effectively from the word go. So, they it is not like right it is a start and then the team will be starting performing, no and from the word go it will take some time. Dominating the; work of the team whether they intentionally or unconsciously, do not dominate the team members.

Exercising excessive control which may stifle creativity. So, allow to be them the creative and do not to make them then on the interference in their work. Overlooking the; influence of formal and informal team roles. Now, you see every team is performing certain formal jobs

which has been told. But simultaneously there are the informal roles also. For example, the supporting each other.

So, supporting each other is the formula also and in that case, somebody is in the problem and is doing somebody else is doing his job it is informal also. So, therefore in that case manager should not overlook this type of the formal informal roles. Allowing the team to lose focus on the task to be completed and allowing individuals to take credit for the achievement of the team is there.

So, therefore it is allowing the team these to lose the focus that will that will be a big problem. So, the team has to be focused one and that is by the monitoring. Allowing individuals to take credit for the achievements of the team, no it is a collective effort. So, therefore avoid that somebody takes the credit for himself maybe the leader, leader should also avoid. So, being overly dependent on providers of the team building activities this can help.

But their role in developing a team needs to be carefully managed. So, therefore in that case team building activities these developing and team, that is has to be carefully to be managed. Automatically materialize at the end of the team building course. So, therefore in that case it is not that is the once the team has formed so they will automatically will start performing they will give the results no, that monitoring is required.

(Refer Slide Time: 17:45)

### Types of Team Building Exercise

1. **Communication Exercises:** Involve problem-solving activities that are geared towards improving communication skills. The issues that teams encounter
2. **Problem Solving/Decision Making Exercises:** Focus on groups working together to solve difficult problems or make complex decisions.
3. **Planning/Adaptability Exercises:** Focus on aspects of planning & adaptability to change. This is important for teams to be able to do when they are assigned complex tasks or decisions.
4. **Trust Exercises:** Involve engaging team members to induce trust & can vary in degrees of trust, depending on the comfort levels of participants.



<https://www.slidehare.net/kmhsanirpony/team-building-51515146>

 45

Now, how the team building exercises can be done? So, one is the communication exercise, so improve the problem-solving activities data geared towards improving communication skills and the issues that teams encounter. The problem-solving decision-making exercises are there focus on the groups working together to solve the difficult problems to make complex decisions.

So, planning adaptability exercises are there on aspects of the planning adaptability to change. And this is important for teams to be able to do when they are assigned complex tasks the decisions are there, the trust exercises are there. So, involve the engaging team members to induce trust. So, therefore in that case; communication problem solving planning and adoptability and the trust exercise.

So, therefore in that case whenever we are talking about these exercises and depending on the comfort levels of participants are required and therefore in that case you will be able to build the building the team is there.

**(Refer Slide Time: 18:37)**

### 12 C's of Team Building

1. Clear Expectation	7. Collaboration
2. Context	8. Communication
3. Commitment	9. Creative innovations
4. Competence	10. Consequence
5. Charter (Mission & Vision)	11. Coordination
6. Control	12. Cultural Diversity



46

Now, what are the 12 Cs of team building? So, clear expectations, context, commitment, competence, charter mission and vision, the control, collaboration, communication, creative innovations, consequence, coordination and cultural diversity is there. So, we have talked about these dimensions also that is the how these dimensions will be affecting to making the great team.

**(Refer Slide Time: 18:59)**

## Laws of Building Team

1. **LAW OF SIGNIFICANCE:** One is too small a number to achieve greatness
2. **LAW OF THE BIG PICTURE:** The goal is more important than the role
3. **LAW OF THE POSITION:** A sign of a great team leader is the proper placement of people
4. **LAW OF MOUNT EVEREST:** "You do not climb a mountain like Everest by trying to race ahead on your own, or by competing with your comrades. You do it slowly and carefully, by unselfish teamwork." Sherpa Tenzing Norgay, Summited Mount Everest with Edmund Hillary in 1953.
5. **LAW OF THE CHAIN:** The strength of the team is impinged by its weakest link



47

Law of building team law of significance is there; one is too small in number to achieve the greatness is there. So, therefore in that case all have contributed. Law of the big picture the goal is more important than the role is there. So, therefore in that case achievement of goal is that is the we have to focus on that. Law of the position, a sign of a great team leader, is the proper placement of people.

Law of mount Everest you do not climb a mountain like yours by trying to race ahead on your own, or by competing with your comrades. You do it slowly and carefully by unselfish teamwork. So, Sherpa Tenzing Norgay, submitted mount Everest with the Edmund Hillary in 1953. So, law of the chain the strength of the team is the impinged by the weakest link is there.

**(Refer Slide Time: 19:49)**

## Laws of Building Team

6. **LAW OF THE CATALYST:** Winning teams have players who make things happen.
7. **LAW OF THE COMPASS:** Vision gives team members direction and confidence.
  - Moral Compass
  - Spontaneous Compass
  - Historical Compass
  - Directional Compass
  - Strategic Compass
  - Visionary Compass
8. **LAW OF THE BAD APPLE:** Rotten attitudes ruin a team.
9. **LAW OF THE PRICE TAG:** The team fails to reach its potential when it fails to pay the price
10. **LAW OF COMMUNICATION:** Interaction fuels action



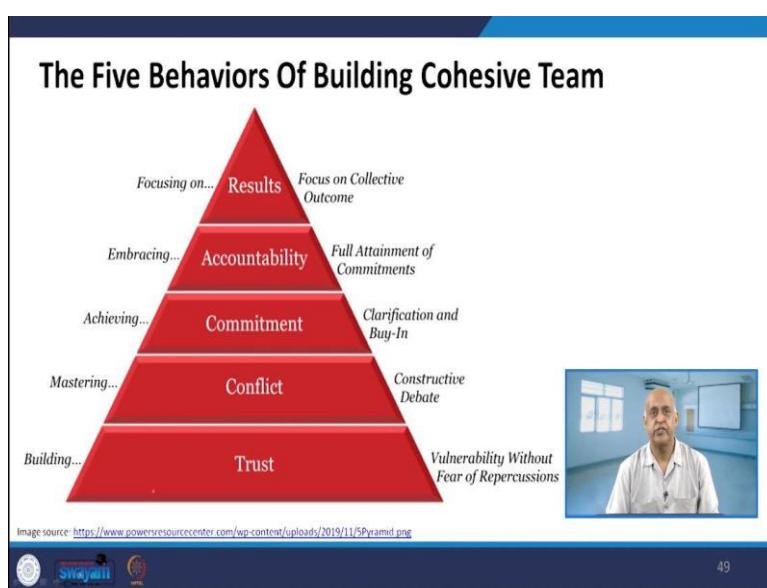
48

Law of the catalyst winning teams have players who make things happen. Law of the compass of vision gives team members direction and confidence is there. So, moral compass is their spontaneous compass, historical compass, directional compass, strategic compass and visionary compass is there. So, therefore and this whenever we; are having this type of rebuilding the team.

So, then there will be the morality that is to be taken care of the spontaneously decisions are to be done. Then we have to also understand that is what is happening in the past how it has been done. Directional compass what will be the future and accordingly the designing the strategies and therefore you will be able to achieve your goal, so that is the vision. So, Law of the bad apple rotten attitudes ruin a team.

So, therefore attitudes rotten attitude and that should be avoided. Law of the price tag the team fails to reach its potential when it fails to pay the price. So, always it is the; whatever the work has been done by this particular team and that is up to his extreme potential. So, therefore in that case, it will be always better that is we if we explore the potential as much as possible. Law of communication interactions the fuel the action is there.

**(Refer Slide Time: 21:13)**



So, these are the 5 behaviours of building the cohesive team is there. There is a trust, conflict, commitment, accountability and the results are there and on therefore in the case, it is building the trust mastering the conflict and that is the constructive debate is to be organized. Vulnerability without fear of the repulsions that is to be there achieving the commitment clarification and buy-in is there.

Embracing the accountability full attainment of the commitments and the focusing on the results focus on the collective outcome is there. So, therefore right from the building the trust managing the conflicts increasing the commitment developing the accountability and achieving the results or goals are there.

(Refer Slide Time: 21:55)

### Five Behaviors of Building Cohesive Team

- Building high levels of trust :** At the base of the pyramid is trust. Without trust on the team, very little progress can be made in gaining cohesiveness overall. Vulnerability-based trust (the ability to expose one's weaknesses) is key to building the relationships required to be able to withstand and even benefit from both the routine and unique challenges every team faces.
- Productive and well-intentioned conflict:** Conflict is sometimes considered dangerous on a team because it can lead to hard feelings. However, if the team has relationship trust, members feel secure enough to be honest and courageous. If trust is truly in place, conflict is constructive. Teams without conflict tend to shut out valuable feedback which can lead to poor decision-making.



SWAYAM

So, therefore these 5 ways of the building question team is the building the high levels of trust and then the productive and well intentioned the conflict is there considered dangerous on a team because it can lead to the hard feelings. However, if the team has relationship trust members will secure enough to be honest and courageous. If the trust is truly in place conflict is constructive attempts, without conflict tend to shut out valuable feedback which can lead to the poor decision making is there.

(Refer Slide Time: 22:24)

### Five Behaviors of Building Cohesive Team (Cont.)

#### 3. Strong commitment to team decisions and standards :

- Gaining commitment from team members is not the same as getting consensus.
- According to Lencioni, reaching consensus means compromise, and compromise might not yield the best result. Commitment comes with clarity of purpose. Take a problem for which there are several ideas.
- With trust and appropriate conflict, the team chooses the idea they will pursue. Though only one idea is chosen, every member understands why that idea was selected and supports the idea—both inside the team and when communicating externally.



51

Strong commitment to the team decisions and standards is required and therefore in that case reaching the consciousness means the compromise and compromise might not only yield the best result. Compound commitment comes with the clarity of purpose take a problem for which they are several ideas are there. With the trust and appropriate conflict, the team chooses the idea they will pursue.

And though only one idea is chosen, every member understands why that idea was selected and supports the idea both inside the team and when communicating externally is there.

(Refer Slide Time: 22:54)

### Five Behaviors of Building Cohesive Team (Cont.)

4. Accountability: Accountability is *typically the most difficult behavior* for a team to master. Most will never get to the point where each team member routinely holds all other members accountable. Reaching and maintaining good scores in the previous steps will make accountability much easier. Accountability can become part of a team's overall dynamic.

5. Focus on what's best for team results: Achieving team objectives is *why the team exists*. If each prior behavior is functioning well, each member of the team is focused on achieving the team's goal. The team goal becomes more important than any individual's personal goal, and everyone feels rewarded by being part of the team result.



52

When we are talking about the accountability is a typically the most difficult behavior for a team to master. So, most will never get to the point where each team member routinely holds all the members accountable. Reaching and maintaining the goods course in the previous

steps will make accountability much easier. So, therefore it is the how much the work has been done and how it has been performed.

So, that will be the previous accountability that will clarify to give the next responsibility. Accountability can become part of teams overall dynamic is there. Focus on, what is the best for the team results is there. Why the team exists? So, if each behavior is functioning well, each member of the team is focused on achieving the team goals and the team goal becomes more important than any individual's personal goals and everyone feels rewarded being part of the team results are you there.

(Refer Slide Time: 23:48)

### Turning Individuals into team players

#### **Shaping Team Players**

- Selecting employees who can fulfil their team roles.
- Training employees to become team players.
- Reworking the reward system to encourage cooperative efforts while continuing to recognize individual contributions.

#### **Selection:**

- Some people already possess the interpersonal skills to be effective team player.
- When hiring team members, in addition to the technical skills required to fill the job, care should be taken to ensure that candidates can fulfill their team roles as well as the technical requirements.
- Candidate can go under training / transferred to another unit within the org. without teams /don't hire the candidate.



53

So, shaping the team players. How to shape? The selecting employees who can fulfil their team roles. Now, here you see that is the matching there is a personality job fit. Whatever the roles the leader knows that what are the different roles are there and then he has to identify who is having that particular strength and weakness and then accordingly there you have to give that employee selecting rules are to be given and then he will be able to fulfil those roles.

So, this analytical approach of the leader is very much necessary. So, this the team member will also enjoy and leader will enjoy. Training employees to become team players. Now, sometimes you do not find that particular quality one or two qualities are lacking deceptive the qualities are there. So, then in that case their training can be provided. Reworking the; reward systems to encourage cooperative efforts while continuing to recognize individual contributions.

And therefore, in that case, a reward system can be implemented. Some people already possess the interpersonal skills to be effective team members. So, when hiring the team members, the technical skills required to fill the job, care should be taken to ensure that candidates can fulfill their team roles as well as the technical requirements. Can it go under training transfer to another unit within the organization without teams? Do not hire the candidate there.

(Refer Slide Time: 25:06)

**Shaping team players**

**Training:**

- People raised on individual accomplishments can be trained to become team players.
- Training specialists conduct exercises that allow employees to experience the satisfaction that teamwork can provide.
- They help employees to improve their problem-solving, communication, negotiation, conflict-management, & coaching skills

**Rewards:**

- The reward system needs to be reworked to encourage cooperative efforts rather than competitive ones.
- Promotions, pay raises & other forms of recognition should be given to individuals for how effective they are as a collaborative team member.
- This doesn't mean individual contributions are ignored; rather, they are balanced with selfless contributions to the team.



54

So, therefore already possess, training is there is an individual accomplishment can be trained to become team players. Training specialists conduct the exercises that allow employees to experience the satisfaction that teamwork can provide. And they help employees to improve their problem-solving communication negotiation conflict management and the coaching skills are there.

And finally, the rewards, the reward system needs to be reworked to encourage cooperative efforts rather than competitive ones are there. That is to be taken care of. So, it is not creating the more conflict reward system should not create the more conflict rather than it should be encouraging and motivating. Promotions, pay raises and other forms of recognition should be given to individuals for low effective.

They are as a collaborative team member how effective they are as a collaborative team member are there. So, therefore in that case it will be very, very important that is the whenever we are giving these; any rewards to any individual. So, how they were effective, as

a collaborative team member's that is to be considered. This does not mean individual contributions are ignored rather they are balanced with the selfless contributions to the team is there.

And therefore, we have to understand that is those who are giving the selfless their contribution to the making the team successful and achieve the goal and they should be appreciated.

(Refer Slide Time: 26:26)

### Case Study: Columbia Corporation

Columbia Corp. is a young, rapidly growing company that manufactures computer accessories and specialized components for networked computer workstations. It has some unique products and a strong reputation for quality. Sales of company products have been good, and a recent contract with a large computer company is likely to increase sales. However, along with this success the company is also experiencing some problems. Quality rejects have begun to increase, and in recent months the company failed repeatedly to meet delivery schedules. The top executives include Matt Walsh, CEO and founder of the company, and the vice presidents of production, engineering, sales, and accounting. Walsh is a forceful manager who tightly controls important decisions in the company. The other executives are required to get his approval before making any significant changes in operations. Walsh's style has been to deal with each VP separately, rather than meeting as a group to address problems.



55

As usual, this is the case study growing company manufacture the Columbia corporation. In this case study you will find about these questions.

(Refer Slide Time: 26:36)

### Case Study: Columbia Corporation

She complained to Walsh, who apparently approved the decision without understanding the implications. Concerned about the growing problems, Walsh asked a management consultant for advice on how get his executive team to be more effective in understanding and resolving key problems such as insufficient production capacity and declining quality.

**Questions**

1. What issues must be resolved to create an effective executive team?
2. What types of changes are needed in how Matt leads the team?



58

What issues must be resolved to create an effective executive? And what types of the changes are needed in how much leads the team is there?

(Refer Slide Time: 26:46)

**Research Paper**

**Team building, employee empowerment and employee competencies**  
Moderating role of organizational learning culture

**Purpose**

The present study integrates the resource-based view and organizational perspective of learning to create a strong theoretical foundation by exploring the effects of team building, employee empowerment and organizational learning culture on employee competencies.

Rama Krishna Gupta Poturu  
Institute of Computers and Business Management - School of Business Excellence,  
Hyderabad, India

Chandan Kumar Sahoo  
School of Management, National Institute of Technology, Rourkela, India, and  
Rohim Sharma  
Foundation for Technology and Business Incubation,  
National Institute of Technology, Rourkela, India

59

And this is a research paper there is a team building employee empowerment and employee competencies and this particular page, the paper view and organizational perspective of learning to create a strong theoretical foundation by exploring the effects of team building employee empowerment and organizational learning culture on employees' competency is there.

(Refer Slide Time: 27:06)

**Research Paper**

**Design/methodology/approach**

An integrated research model is developed by combining resource-based view, signaling theory and experiential learning theory. The validity of the model is tested by applying moderated structural equation modelling (MSEM) approach to the data collected from 653 employees working in cement manufacturing companies. The reliability and validity of the dimensions are established through confirmatory factor analysis and the related hypotheses are tested by using MSEM.

**Findings**

The findings suggest that organizational learning culture significantly strengthens the relationships of team building and employee empowerment on employee competencies.

60

So, that organizational learning culture signifies strengthen the relationship of a team building an employee empowerment on employee competencies are concerned.

(Refer Slide Time: 27:15)

## Research Paper

### Research limitations/implications

The research is undertaken in Indian cement manufacturing companies which cannot be generalized across a broader range of sectors and international environment.

### Practical implications

The findings of the study have potential to help decision makers of manufacturing companies to develop strategies which will enable them to improve employee competency, to formulate effective human resource development interventions and to enhance the capability of the employees to achieve desired goals and objectives of the organization.

### Originality/value

The research is unique in its attempt to combine three frameworks to build a new theoretical model explaining the importance organizational learning culture along with team building and employee empowerment.



(Refer Slide Time: 27:17)

### Book Recommendation

#### Team Building: Proven Strategies for Improving Team Performance

**Authors:** W. Gibb Dyer Jr., Jeffrey H. Dyer, William G. Dyer  
**Publisher:** Jossey-Bass; 5th edition (19 February 2013)  
**Language:** English  
**Paperback:** 304 pages  
**ISBN-10:** 1118105133  
**ISBN-13:** 978-1118105139

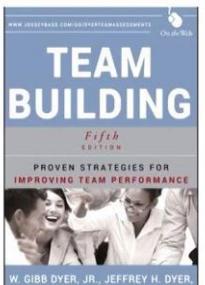


Image Source: [https://media.wiley.com/product\\_data/coverimage300/33/11181051/1118105133.jpg](https://media.wiley.com/product_data/coverimage300/33/11181051/1118105133.jpg)

So, this is the book, team building book proven strategies for improving the team performance and therefore in that case, it will be talking about.

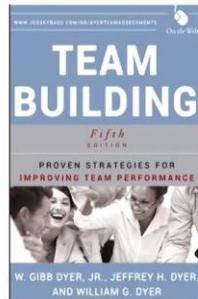
(Refer Slide Time: 27:28)

## Book Recommendation

Team Building is a classic in the field of organization development. In this new edition, the authors strengthen the Four Cs (Context, Composition, Competencies, and Change) framework that was introduced in the fourth edition and add a wealth of new illustrative examples, a chapter on the challenges of managing cross-functional teams, and a chapter on leading innovative teams in a competitive environment.

To complement the text, the authors have developed two online assessments: one designed for use in the classroom with student teams and one designed for teams within organizations. The fifth edition of Team Building provides the next generation of team leaders, team members, and team consultants with the knowledge and skills they need to create effective and high-functioning teams.

Image Source: [https://media.wiley.com/product\\_data/coverimage300/33/11181051/1118105133.jpg](https://media.wiley.com/product_data/coverimage300/33/11181051/1118105133.jpg)



63

That is the how this particular context compositions competencies and change and they are used for making a very effective team and the book is also supported by these illustrative examples and therefore with those examples also that will also help you to how to build a and great team is there. So, either leader, members, team consultants, knowledge and skills they need to create the effective and high functional teams are there.

(Refer Slide Time: 28:04)

## References

- Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (2015). Leadership: Enhancing the Lessons of Experience (8th Edition). McGraw Hill.
- Robbins, S. P., Judge, T. A., & Vohra, N. (2016). Organizational Behavior (16th Edition). Pearson Education Inc.
- <https://www.discprofile.com/fac-sup/fac-tips/model>
- <https://theinvestorsbook.com/team-building.html>
- <https://www.slideshare.net/kmhasanripon/team-building-51515146>
- Potnuru, R.K.G., Sahoo, C.K. and Sharma, R. (2019), "Team building, employee empowerment and employee competencies: Moderating role of organizational learning culture", *European Journal of Training and Development*, Vol. 43 No. 1/2, pp. 39-60. <https://doi.org/10.1108/EJTD-08-2018-0086>
- [https://eleadspeed.eilab.eu/wp-content/uploads/2020/09/e-Leadership\\_Competence-Framework.pdf](https://eleadspeed.eilab.eu/wp-content/uploads/2020/09/e-Leadership_Competence-Framework.pdf)
- <https://www.chegg.com/homework-help/questions-and-answers/case-columbia-corporation-columbia-corp-young-rapidly-growing-company-manufactures-compute-q75505326>
- <https://www.slideshare.net/kmhasanripon/team-building-51515146>



64

So, these are the references which you can use further for your studies and this is all about that is how to make a big team or the great team in the organization context. Thank you.

**Leadership and Team Effectiveness**  
**Prof. Santhosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology, Roorkee**

**Lecture - 48**  
**Experiential Learning**

Today, we are discussing an exciting session about experiential learning, the importance of experiential learning, principles of experiential learning, and Kolb's experiential learning theory and styles. How can online learning help with experiential learning? How do corporate companies use experiential learning?

**(Refer Slide Time: 00:41)**

---

**Contents**

- Experiential Learning
- Importance of Experiential Learning
- Principles of experiential learning
- Kolb's Experiential Learning Theory & Learning Styles
- How Can Online Learning Help with Experiential Learning?
- How Corporate Companies use Experiential Learning
- Conventional learning Vs Experience learning
- Is Experiential learning the future of learning?
- Case Study
- Research Paper
- Book Recommendation
- References



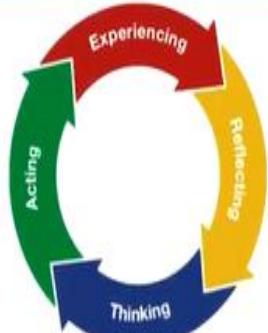
---

Conventional learning versus experiential learning, is experiential learning the future of learning and then, as usual, the case study research papers and the book recommendations.

**(Refer Slide Time: 00:51)**

## Experiential Learning

- Experiential learning means involving or based on experience and observation.
- Experiential learning is the process of learning through experience, and is more narrowly defined as "learning through reflection on doing".
- Experiential learning activities can include, but are not limited to, hands-on laboratory experiments, internships, practicums, field exercises, study abroad, undergraduate research and studio performances.



<https://www.lse.ac.uk/codes/experiential-learning/>

Image Source: [https://experientiallearninginstitute.org/wp-content/uploads/2020/11/ELI\\_Learning\\_Cycle-1-300x100.png](https://experientiallearninginstitute.org/wp-content/uploads/2020/11/ELI_Learning_Cycle-1-300x100.png)

So, first, we will try to understand what is precisely the experiential learning is there. So, the means involved are based on the experience, and observations are there. So, it is the individual so many times the, people said it is the whether the MBA is necessary. Some people say no, MBA is not necessary. Many people are very successful leaders but do not have MBA, so how they have become successful.

So, that is about the experiential learning is there. So, whatever their life is experiences were there, they have used as a, and then we said it is a life is like a book, and therefore they have used those experiences and taking the decisions based on the past experiences, and this way the experiential learning is taken has led the leaders. So, experiential learning is learning through experience and is more narrowly defined as learning through reflection on doing.

So, whatever the actions are done, they have made the decisions based on past success and failures. So, it is not limited to hands-on laboratory experiments, internships, practicums, field exercises, study abroad, undergraduate research, and studio performances; no, this is not limited to this one. Only what they have done during this type of this academic learning is there.

They have used tacit knowledge to get this particular learning, whatever the tacit knowledge. So, here that whatever they have done the acting. So, act and, based on that act, their decisions. So,

therefore those decisions give them specific experience. Just this simple example is to trust or not to trust.

**(Refer Slide Time: 02:52)**

### Importance of Experiential Learning

1. Experiential learning fosters development of self and organization.
2. It gains in knowledge and skill, breadth and depth of understanding which ultimately results in increased self confidence and esteem.
3. It brings about change in behavior and better understanding of attitude of people.
4. It brings about perfection in the performance of job.
5. It helps employee gained in status and enables individuals to move into more prestigious social roles and better rewarded jobs.
6. It helps employees learn and develop and they become more demanding of changes at work and further development



So, this will be the just indecision and therefore the in when the decisions are very positive. So, they will continue, and if they are not positive, they will stop, and that particular act acting will be different. So therefore, in that case, experiential learning fosters the development of self and organization. Moreover, the strength of experiential learning is this.

Suppose you are working in a particular x company, and there you are going through all these literature and laboratory experiments and the primary and secondary data. However, in that case, whatever they are having this development of self while doing in that particular department section with that particular person and therefore what type of the how Mr. x will behave that you learn from the experiential learning is there.

So, therefore what my father will say if I do this so, therefore, in that case, will be the experiential learning. In knowledge and skills, breadth and depth of understanding which ultimately results in increased self-confidence and esteem, are there. So therefore, in that case, it is always becoming a better understanding of the people because that is the first-hand experience.

It brings about the perfection in the performance of a job, and therefore you become the perfect one. It helps employees gain status and enables individuals to move into more prestigious social roles and better-rewarded jobs. So therefore, in that case, it will be becoming the very, very important or whatever the prestigious social roles are there and whatever the particular person has gained the rewards. So, therefore that will make him the learning.

**(Refer Slide Time: 04:52)**

---

### Importance of Experiential Learning(Cont.)

7. It provides competitive advantage for survival and progress.
8. It facilitates organizational change and development.
9. It helps in maintaining better relations with suppliers and customers and dealers.
10. It helps in meeting challenges faced by the organization.
11. It helps in adopting new technology.



<http://www.yourarticlelibrary.com/human-resource-development/experiential-learning-meaning-and-importance/60238>

It helps employees also. So, therefore in that case, whenever they are they are making this particular performance or experience at the workplace, as I was saying, that is the Mr. x so that Mr. x is well known to you. So, therefore, in that case, that particular understanding will be much more right than any secondary data is concerned. It provides a competitive advantage for survival, and the progress is there.

So, within organizations, you know how to handle it facilitates organizational change and development. Because of your experiential learning, you know what will be the future of this organization and what changes are to be made to be more effective. So, therefore organization will develop. It helps maintain better relations with suppliers, customers, and dealers because you already have expenses.

Meeting challenges faced by the organization. Now you see, every organization has its history, and in that particular history that they have to exercise, they have exercised how that problem or

issue has been resolved. What were those challenges, and how the organizations have overcome those challenges? That experience you know that experience cannot come that without any the whatever the ah efforts are made.

So, you will not gain that experience without whatever intellectual ability, knowledge, and skills you put on to overcome that particular challenge and then you have won that particular challenge and made your organization sustainable. So therefore, in that case, they, whatever the challenges faced by the organization and the team which has worked during those particular challenges. Any other source of knowledge can never compensate them.

**(Refer Slide Time: 06:52)**

### Experiential Learning Examples

There are many ways that experiential learning is used every day. Some examples include:

- Going to the zoo to learn about animals through observation, instead of reading about them.
- Growing a garden to learn about photosynthesis instead of watching a movie about it.
- Hoping on a bicycle to try and learn to ride, instead of listening to your parent explain the concept.



<http://www.wgu.edu/blog/experiential-learning-theory/2006.html#close>

So, therefore going to the zoo tool, a fascinating example has been given here. Learn about animals through observation instead of reading about them and growing a garden to learn about the photosynthesis instead of watching a movie about it or hopping on a bicycle to try and learn to write instead of listening to your parent explain the concept is there. So, therefore every activity like riding, swimming and driving.

So, here we can have that learning by reading from the books. So, therefore for effective swimming, you have to enter into the water for practical driving, you have to make practice this driving, and for any managerial effectiveness purposes, you have to make a first-hand experience. So therefore, in that case, all the first-hand experiences will tell you.

So, therefore in swimming, you will not be able to swim if you are not done or exercise or practising earlier, and you are not assuming yourself. So, therefore in that case, by sitting at the edges, swimming cannot be learned; you have to enter, and that is becoming this particular experiential learning is there.

(Refer Slide Time: 08:23)

### Principles of experiential learning

- Experiential learning stands in contrast to prominent theories of learning which underpin most traditional educational methods, like behavioralism and implicit learning.
- EL brings a different theoretical perspective, as we will see in the following principles.

#### Focus on the learning process rather than outcomes

- Behavioral conceptualizations of learning suggest you can measure effectiveness of learning by the number of facts or habits a person has learned in response to stimulus questions or conditions.
- These elements of thought – or ideas – are fixed, and the goal is acquiring more of them. EL suggests that ideas are not fixed; rather, they form and re-form through experience.



It stands in contrast to the prominent theories of learning, which underpin most traditional educational methods like behaviouralism and implicit learning. So, therefore there have been many contrasting theories are there. So, experiential learning brings a different theoretical perspective, as seen in the following principle. So, focus on the learning process rather than the outcomes are there.

So, this is very important, and that is why we often say these students do not focus on the marks but the knowledge. Moreover, the what knowledge you gain during your learning in the classroom, so behavioural conceptualization of learning suggests you can measure the effectiveness of learning by the number of facts or habits a person has learned in response to stimulus questions are the conditions are there.

Furthermore, therefore, in that case, this particular stimulus will help the learning. So, whatever the person has come across, these elements of thought or ideas are fixed, and the goal is to

acquire more of them. So, experiential learning suggests that ideas are not fixed; instead, they form and reform through experiences. So, when you join an organization, you are the trainee, and you join an organization.

So, you have a different image of the working culture, working practices, and working positions, but when you go through that organization's culture, organizations practices, and organizations positions, and then you form yours based on your experience, you form the different thought is there.

**(Refer Slide Time: 10:12)**

### **Principles of experiential learning(Cont.)**

#### **The process of learning is grounded in experience**

- Implementing, testing, evaluating and refining ideas exclusively with reference to familiar experiences does not present an opportunity for learning, because experience must violate expectation to hold value. As a result, education involves refining and modifying old ideas as well as implanting new ones, and experience is the vehicle through which this process can take place.

#### **Learning is a transactional process**

- With the transaction taking place between the environment and the learner. The resulting experience and knowledge is applicable in wider contexts, due to the fact that the knowledge is the result of testing and refining theories, rather than learning by rote.



<http://www.experientiallearning.org/about-mta/what-is-experiential-learning/>

So, therefore, in that case, this process of the thought process, which has been developed with the experience, also becomes very strong. So, it is the process of learning that is grounded in inexperience. Implementing, testing, evaluating and refining ideas exclusively regarding familiar experiences does not present an opportunity for learning because experience must violate expectations to hold values.

So, as a result, education involves refining and modifying the old ideas and implanting the new ones. Furthermore, experience is the vehicle through which this process can occur. So, therefore education involves refining and modifying the old ideas and implanting the new ones but these new ideas that you have to experience. When experiencing new ideas, you will develop your thought process again.

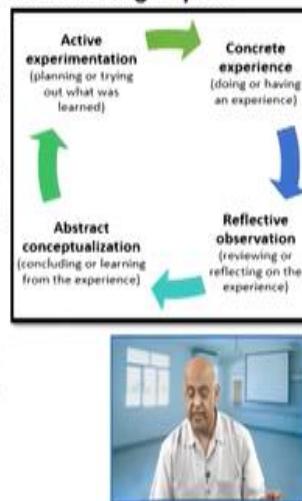
Whether this new methodology, new system, and when you will be implementing exercising, going to the familiar with your particular experience, only you will be able to understand how much it will work or not. So, that is why it is a transactional taking place between the environment and the learner is there. The resulting experience and knowledge are applicable in the broader context.

Because the knowledge results from testing and refining theories rather than learning by writing, it is constantly refining the theories because the new input will come, the research will be done, and new input will come. Moreover, in that case, you have to identify what will work in this particular context and keep on refining your theories.

**(Refer Slide Time: 11:55)**

### Kolb's Experiential Learning Theory & Learning Styles

- There are two parts to Kolb's Experiential Learning Theory. The **first** is that learning follows a four-stage cycle, as outlined below. Kolb believed that, ideally, learners progressed through the stages to complete a cycle, and, as a result, transformed their experiences into knowledge.
- The **second** part to Kolb's Theory focused on learning styles, or the cognitive processes that occurred in order to acquire knowledge.



<https://educationaltechnology.net/our-content/uploads/2020/12/Kolb-diagram.jpg>

Kolb's experiential learning theory and learning style are there, and therefore now, there are the two parts of Kolb's experiential learning theory. First is that learning follows a four-stage cycle as outlined here, and Kolb believes that ideally, learners progress through these stages to complete a cycle and, as a result, transform their expenses into knowledge is there. Now, what is the cycle is there.

So, active experimentation is their substantial experience, reflective observation is there, and abstract conceptualization is there. So, whenever you are talking active experimentation so

planning or trying out what was the, learn and there whatever the concrete experience is there doing or having an experience. So, naturally, as we were talking about, that is the; whatever you are planning and then whatever you do.

So, there will be the reflective observations; reflective observations are the experience basis will be there, whatever the concrete experience you had. So, that will give you that particular reflective experience will be observations will give you on that particular experience. Moreover, the abstract conceptualization will be there, and therefore, you are concluding your learning from the experiences there.

So, while the second part is about the cognitive processes that occurred in order for the acquiring knowledge to be there, in that case, this cognitive part about the conceptualization observations and conceptualization is there. Whenever any individual has these observations and then based on these observations, you will find that is whatever he conceptualized.

Furthermore, as my experience says, this will work that will not work when the experienced people are there.

**(Refer Slide Time: 13:55)**

---

**Cont.**

- Kolb's Learning Cycle is based on the [Jean Piaget](#)'s focus on the fact that learners create knowledge through interactions with the environment.

**1. Concrete Experience:**

- This can either be a completely new experience or a reimagined experience that already happened. In a concrete experience, each learner engages in an activity or task. Kolb believed that the key to learning is involvement.

**2. Reflective Observation:**

- This stage in the learning cycle allows the learner to ask questions and discuss the experience with others. Communication at this stage is vital, as it allows the learner to identify any discrepancies between their understanding and the experience itself.



---

So, what we said is the experience people have conceptualized by doing because they are experienced so that we can also learn from the other's experience. So, Kolb's learning cycle is

based on Jean Piaget's focus on the fact that learners create knowledge through interactions with the environment. So, that is why it is a transactional process. That is, a transaction between the individual and the environment is there.

So, this can either be a completely new experience or a reimagined experience that has already happened. So therefore, in that case, any experience either will be a new experience will be there at least people will be new, the process will be new, technology will be new, or that is the experience which is already happening. So, every year you are doing the same thing so, and your group has not changed, so people are also identical.

In a concrete experience of each learner engages in an activity or task, Kolb believed that the key to learning is that involvement is there. This stage in the learning cycle allows the learner to ask questions and discuss the experience with others. So, communication at this stage is vital as it allows the learner to identify discrepancies in their understanding of the experience. So, therefore concrete experiences are there and easily engage in an activity or task.

While in the case of the reflective organization is concerned that he is allowed to ask the questions. It was not in the case of the concrete experiences there and discussing the experience with others, so in this stage. So therefore, in that case, the discrepancies between their understanding and the experience itself are there because there are the other people involved.

While, in case of the concrete experience is concerned, that is, you are involved. So, the learner is engaged in an activity and task. While here, the learner is engaged with the other people also.

**(Refer Slide Time: 15:55)**

## Cont.

### 3. Abstract Conceptualization

- The learner attempts to draw conclusions of the experience by reflecting on their prior knowledge, using ideas with which they are familiar or discussing possible theories with peers. The learner moves from reflective observation to abstract conceptualization when they begin to classify concepts and form conclusions on the events that occurred.

### 4. Active Experimentation:

- This stage in the cycle is the testing stage. Learners return to participating in a task, this time with the goal of applying their conclusions to new experiences. They are able to make predictions, analyze tasks, and make plans for the acquired knowledge in the future.



<https://educationatethnology.net/kolbs-experiential-learning-theory-learning-styles/>

So therefore, in that case, it is the interaction between two, while in the case of the concrete, it was the one single learner. The third step is abstract conceptualization. The learner attempts to conclude the experience by constantly reflecting on their prior knowledge. So, therefore whatever the experience the person is having, there will be prior knowledge.

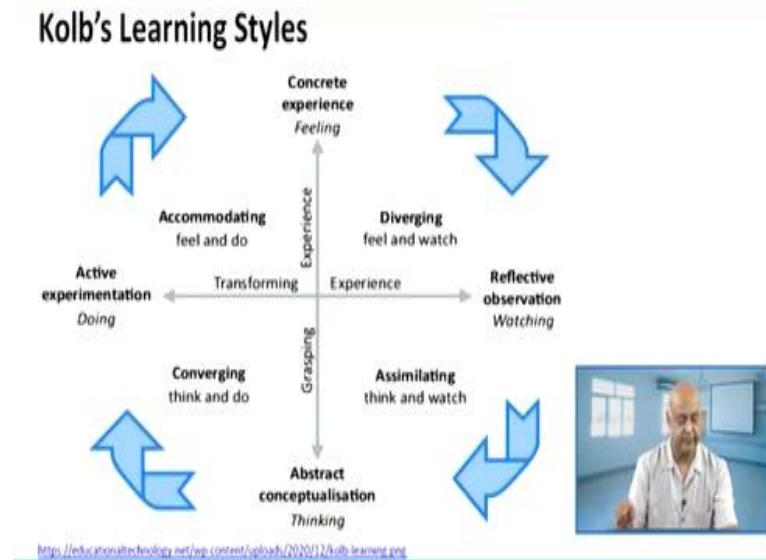
Using ideas with which they are familiar or discussing possible theories with peers is there. So, they will discuss all the possible theories applicable here. The learner moves from reflective observation to abstract conceptualization. So, therefore now it is he takes the crus out of that and when they begin to classify concepts and form conclusions on the events that occurred is there.

Moreover, they related that whatever the event was there and how it has occurred based on that event. So therefore, in that case, the reflective observation is based on that particular phase in which the person has passed. Active experimentation is concerned, so this stage in the cycle is the testing stage learner's return to participating in a task. This time, the goal of applying their conclusions to new experiences is there.

So, they can make predictions, analyze tasks and make plans for the acquired knowledge in the future because they have the concrete experience and, therefore, when they enter into that memorable experience for the second time. So, they already have the data with them; they already know with them they already have the; what worked and what did not work.

So, therefore that gets to do's and do not basically. So, therefore it is the; whatever the task is there, they make plans for the acquired knowledge and then accordingly, in the future, they will be deciding.

(Refer Slide Time: 17:44)



So, abstract conceptualization is thinking, and active experimentation is doing. So, it is whatever you are thinking, and then you will go further doing it, so the converging is there. Moreover, whatever you are doing and then you are filling it, the concrete experience is there is a then it is accommodating is there fill and do is there. Whatever you are feeling and then reflective observation is there; the diverging is there.

Moreover, whatever the reflective observation is there and the abstract conceptualization assimilating is there. So therefore, in that case, that is the think, and watch is there. So therefore, in that case, all these phases converging, accommodating, diverging and assimilating is concerned, so here we always that learning style that decides about that is the how the person, with the help of the experimentation and then he can conceptualize the situations.

(Refer Slide Time: 18:42)

## Cont.

### 1. Diverging (concrete experience/reflective observation)

- This learning style takes an original and creative approach. Rather than examining concrete experiences by the actions taken, individuals tend to assess them from various perspectives.

### 2. Converging (abstract conceptualization/active experimentation)

- This learning style highlights problem solving as an approach to learning.
- Individuals who prefer this learning style are able to make decisions and apply their ideas to new experiences. Unlike Divergers, they tend to avoid people and perceptions, choosing instead to find technical solutions.



In diversifying a substantial experience through reflective observation, this learning style takes an original and creative approach rather than examining the concrete experiences by the actions taken. Individuals tend to assist them from various perspectives, and now you know there is another one more point I would like to add here: the individual's perspective. Now the individual perspective will depend on the integer.

So, whatever the personality is having, what type of the experience is having, what type of the environment he was having. So, therefore all this diverging cognitive experience will be the reflective observation of the actions taken by the individuals will be there. Who are the colleagues, and how are they? Because I am talking in the negotiation context, when we talk about it, it will be very much based on them when you negotiate with the union.

So, your experience, whatever you are having, the diverging and concrete experience that will help you. So, active experimentation highlights the problem-solving in the approach to learning. So, naturally, in the past, supposed negotiation or wage agreement, whatever the problems were faced, this time, we will try to avoid those problems. So, individuals who prefer this learning style can make decisions and apply their ideas to new experiences, unlike divergence.

They tend to avoid people and perceptions, choosing instead to find the technical solutions. So, therefore on nowhere do you see that is those who have been successful basically; it is a question

of success and failures and those who are successful. So, they apply their ideas to new experiences, but those who have been failed earlier. So, they avoid the people and perceptions and then want to use these technical solutions for this particular problem, whatever the problem they have faced.

**(Refer to Slide Time: 20:27)**

### Cont.

#### 3. Assimilating (abstract conceptualization/reflective observation)

- This learning style emphasizes reasoning. Individuals who demonstrate this learning style are able to review the facts and assess the experience as a whole.

#### 4. Accommodating (concrete experience/active experimentation)

- This learning style is adaptable and intuitive. These individuals use trial and error to guide their experiences, preferring to discover the answers for themselves. They are able to alter their path based on the circumstance and generally have good people skills.



<http://edusocialtechnology.net/300/experiential-learning-theory-learning-styles/>

Assimilating the abstract conceptualization reflective observation is there this learning style emphasizes reasoning individuals who demand state this learning style can review the facts and assess the experience as a whole. Accommodating is their substantial experience or the actual experimentation, and this learning style is adaptable and intuitive. Furthermore, these individuals use trial and error to guide their experiences, preferring to discover the answers for themselves.

So, therefore they can alter their path based on the circumstances and generally how their good people skills are there. So, their accommodating is there. So, if the assimilating is concerned, that is the; effects and assesses the experience as a whole. While in the case of the accommodating is concerned, they have the concrete experience, and the very much active experimentation is there. So, therefore the circumstances generally have the excellent people skills will be there.

**(Refer to Slide Time: 21:25)**

## How Can Online Learning Help with Experiential Learning?

Here are just a few ways learning technologies can help us learn from experience and reflection.

### 1. Experiential Learning Activities

Simulate concrete experiences! Online learning provides an awesome platform for recreating real-world tasks, all within the safety of virtual reality. These experiences can take many forms within online training, such as learning games or [game-based learning](#).



[https://www.growthengineering.co.uk/wp-content/uploads/2020/12/learner-image\\_2\\_P00106ex.jpg](https://www.growthengineering.co.uk/wp-content/uploads/2020/12/learner-image_2_P00106ex.jpg)

How can online learning help with experiential learning, so they are now this is very interesting that is the what we are doing? So, therefore how this online learning will help with experiential learning? So, many of you are having experiential learning and are executives in industries. So, you know that is how to work, but this is how online learning will help you. Similar are the concrete experiences.

Online learning provides an excellent platform for recreating real-world tasks like case studies. All within the safety of virtual reality, these expenses can take many forms within online training, such as learning games or game-based learning.

**(Refer Slide Time: 22:07)**

**Cont.**

**2. Provide Opportunities for Reflection-** Provide ample opportunity within the training for reflection. Following a piece of learning or simulated experience, you could include open-ended [quiz questions](#) that invite learners to consider and evaluate their experience.

**3. Experiment-** Don't forget to give learners the chance to try, try again! Through simulated experiences, reflective questions and social learning, everyone will be eager to try out their new skills.

**4. Learn From Each Other through Social Learning**

Another important factor in the reflective observation stage of experiential learning is observing and learning from the experiences of others.



<https://www.growthengineering.co.uk/what-is-experiential-learning/>

Provide opportunities for the reflection, so provide ample opportunity within the training for reflection. Following a piece of learning as a simulated experience, you could include open-ended quiz questions that invite learners to consider and evaluate their experiences. So, do not forget to give learners the chance to try, try again. So, through simulated experiences, simulations are done such reflective questions in social learning, everyone will be eager to try out their new skills will be there.

So, learn from each other through social learning. Another critical factor in the reflective observation stage of expansion learning is observing learning from the experience of others are there.

**(Refer Slide Time: 22:46)**

---

### How Corporate Companies use Experiential Learning

Here are some activities and approaches that you can consider when tailoring your own experiential learning initiatives:

**1. Simulations:** This experiential training technique uses electronic, mechanical or software-based activities to simulate a real-world situation to which a learner must react.

**2. Case Studies:** These are great examples of experiential learning that are based on real-life instances, situations that have transpired in the past.



---

So, therefore how corporate companies are using experiential learning is there. You can consider some activities and approaches here known expression learning simulations. So, experiential training techniques use electronic, mechanical or software-based activities to simulate a real-world situation to which a learner must react. Then these case studies are great examples of experiential learning based on real-life situations that have transpired in the past.

**(Refer to Slide Time: 23:19)**

### **Cont.**

**3. Role Playing:** These are experiential training activities designed to help employees appreciate specific work situations from perspectives different than their own.

**4. Sensitivity Training:** One highly effective experiential training strategy to enhance employee self-awareness and confidence is sensitivity training.

**5. Gaming:** Experiential learning games are a popular way to help employees learn by doing. The games can be organized in a way that individuals and groups play with each other, by either collaborating or competing, like in the real world.

**6. On Job Training (OJT):** Of all the experiential learning strategies out there, OJT is probably the one that offers the most realistic training experience.



[http://www.outlife.info/experiential\\_learning.html](http://www.outlife.info/experiential_learning.html)

Then role-playing is there; these are the experiential training activities designed to help employees appreciate specific work situations from a perspective different from their own. Sensitivity training is there one highly effective experimental training strategy to enhance employee self-awareness and confidence is sensitivity training. Gaming is an experiential learning game that is a popular way to help employees learn by doing.

So, the games can be organized so that individuals and groups play with each other and either collaborate or compete like in the real world is there. So, therefore where it is, the simulation is there, a case study is there, business games are there, role-playing is there, and sensibility training is there. So, all these aspects that will be giving you this experiential learning are there. On the job training will give you the experiential learning strategies out there, but the one that offers the most realistic training exercises is there.

**(Refer Slide Time: 24:15)**

## Conventional learning Vs Experience learning

Conventional learning	Experience learning
Targeted Training – Targeted	Theoretical Learning – Very Practical
Solved in its frame	Open and flexible
For the needs of the organization	For personal growth
Knowledge transfers	Knowledge usually develops
Examples: conferences, presentations, etc	Examples: hobbies, passions, etc



<https://www.academus.org/blog/experiential-learning-vs-conventional-learning-which-works-better-and-why/>

So, finally, we will come towards conventional learning versus experiential learning. So, conventional learning is a targeted training targeted solved in needs frame because it focuses on that particular learning only for the organization's needs. Knowledge transfer is there and conferences presentations, etcetera. So, therefore that will be conventional learning whenever we are talking about experiential learning; theoretical learning very practical.

Open and flexible for personal growth, knowledge usually develops, and examples of hobbies, passions, etcetera are there.

**(Refer Slide Time: 24:52)**

## Is Experiential learning the future of learning?

- There are eight reasons why experiential learning is the future of learning.
1. Experiential Learning Accelerates Learning
  2. Experiential Learning Provides a Safe Learning Environment
  3. Experiential Learning Bridges the Gap Between Theory and Practice
  4. Experiential Learning Produces Demonstrable Mindset Changes
  5. Experiential Learning Increases Engagement Levels
  6. Experiential Learning Provides Accurate Assessment Results
  7. Experiential Learning Enables Personalized Learning
  8. Experiential Learning Delivers Exceptional Return on Investment (RoI)



<https://www.knowledge.com/experiential-learning-vs-traditional-learning-methodologies/>

So, is experiential learning the future of learning? There are eight reasons why experiential learning is the future of learning. It accelerates the learning; experiential learning provides a safe learning environment because they already have that experience. So, therefore you know this time what to do or not to do. Experiential learning bridges the gap between theory and practice.

Experiential learning produces demonstrable mindset changes, and experiential learning increases the employees' engagement levels are a concern. It provides accurate assessment results, experiential learning enables personalized learning, and experiential learning delivers an exceptional return on the investment, and it is the ROI.

**(Refer Slide Time: 25:33)**

### **Case Study: Increasing Employability of Indian Engineering Graduates through Experiential Learning Programs and Competitive Programming**

#### **Background, Motivation and Objective**

With regard to engineering, there have been serious concerns about the employability of Indian graduates. There are alarming statistics in a NASSCOM report, which estimates that, of the 3 million joining the IT workforce, only twenty five percent of graduates with engineering background are employable. The figures are grave in the context of graduates from sciences and humanities, which is less than fifteen percent. Aspiring Minds has been administering a computer-based test called AMCAT to lakhs of students in 650+ engineering institutions measure employability of technical graduates.

This considers parameters like Business Communication & English, Logical & Numerical skills, analytical & problem-resolution skills and coding. The results are a revelation, 47% of graduates cannot be employed in any domain or sector of the knowledge economy.



As usual, this is the case study increasing the employability of Indian engineering graduates through experiential learning programs, and the competitive program is there. So, this is a fascinating case study. This case study will give us the idea of how this experiential learning program and competitive programming can help us.

**(Refer Slide Time: 25:58)**

### **Case Study : Cont.**

17.91%, 3.67% and 40.57% are the employability figures for software services, software products and BPO. Only 3.84% graduates are start-up ready and 6.56% are design job ready and the same trend for other core engineering jobs. There is an urgent need to improve employability of our engineering graduates. This calls for lateral thinking and out-of-the-box initiatives such as experiential learning programs and competitive programming; implementations of which we explore in a top-ranking private university as a case study.

#### **Statement of Contribution/Methods**

The case study of implementation of initiatives in experiential learning programs and competitive programming in a private university is highlighted. An Experiential learning program titled Live-in-Labs as part of the curriculum is explored.

This program is student-centric, learner-centric, participatory and hands-on and they provide students an avenue to apply their acquired engineering knowledge, concepts and skills and deploy on a real-time basis in India's villages.



So, the implementation of experiential learning programs and computer programming initiatives in a private university is highlighted. An experiential learning program titled Live-in-Labs as part of the curriculum is exposed.

#### **(Refer Slide Time: 26:13)**

### **Case Study : Cont.**

It's Course Outcomes (CO) such as human-centered design concepts to document observations and user experiences, user-needs assessment and prioritization are enlisted. A very strong mapping to several Program Outcomes (PO) is observed unlike various regular courses in curriculum. Structured competitive programming initiative in which students compete with others in a contest environment in parameters such as program correctness, execution time, and development time is yet another effort towards student-centered learning. Platforms such as CodeChef, HackerRank and contests such International Collegiate Programming Contest (ICPC), which is considered as the Olympics of Collegiate Programming with annual participation of 50,000 students in 2000+ universities in 100+ countries are efforts in this direction. Competitive Programming initiative's learning objectives also spans several POs.

#### **Results, Discussion and Conclusions.**

Strong mapping of COs to POs inherent in the experiential learning programs improves the employability as also the progression and prospects of the students.



Courses such as human-centred design concepts to document observations and user experiences, user needs assessments are there. Moreover, robust mapping for COs and POs, that is, the program outcomes are there, and course outcomes inherent in the experiential learning program improve the employability also, the progression and the prospects of the students are there.

#### **(Refer Slide Time: 26:34)**

### **Case Study : Cont.**

Live-in-Labs® program exposes students to pressing issues confronted by village communities in India, through experiential learning opportunities, in order to apply theoretical concepts into application & deployment, by the devising of innovative technology remedies, and facilitation of crucial and collaborative problem-resolution capabilities of the students participating in the program. The participation of several students from foreign universities also enriches learning, collaboration and diversity. Every Live-in-Labs project results in a student paper published in reputed journals and conferences. It also improves student progression in terms of higher studies and high-paying jobs.

Competitive programming dramatically improves student skills and capabilities in problem solving, coding, team work, innovation and creativity. It is also observed that code geeks from competitive programming initiatives are invariably the ones to secure the highest paying jobs in dream companies like Google, Amazon and Facebook.



These are the this is a detail in the case study.

**(Refer Slide Time: 26:38)**

**Research Paper**

 Journal of Management Development  
Vol. 32 No. 3, 2013  
pp. 295-308  
© Emerald Group Publishing Limited  
0826711  
DOI: 10.1108/025713113108261

**Experiential learning: inspiring the business leaders of tomorrow**

Denise Baden  
*School of Management, University of Southampton, Southampton, UK, and*  
Carole Parkes  
*Aston Business School, Aston University, Birmingham, UK*

**Purpose**

The complex challenges of sustainable development and the need to embed these issues effectively into the education of future business leaders has never been more urgent. The purpose of this paper is to discuss different approaches taken by two UK signatories to the UN Principles for Responsible Management Education (PRME).



That is the how the experiential learning has been used in case of the industries for in the universities that is the how these they can collaborate and they can understand by having the type of the particular learning is there. So, this is the research paper, now the experiential learning inspiring the business leaders of tomorrow. So, therefore they need to become because what is that is the managers who are already experienced.

So, they will be sharing what is for tomorrow. How these business leaders, those who are after their education after some years of the beginning of the careers when they become the leaders

then how they this experiential learning will be helping them. So, these two into the education of future business leaders have never been more urgent. This paper aims to discuss different approaches taken by two UK signatories to the UN principles of responsible management education.

**(Refer Slide Time: 27:49)**

---

### Research Paper

#### Design/methodology/approach

The two approaches examined are: MSc Entrepreneurship students opting for placements with social enterprises; and MBA students undertaking workshops using "live" case studies. A content analysis of the experiences of students from their written reflective narratives is presented. This is supplemented by reflections of the facilitators and tutors.

#### Findings

The analysis reveals that the opportunity to work with social entrepreneurs and/or "responsible" business professionals provides the business students with inspirational role models and positive social learning opportunities.



---

Working with social entrepreneurs and responsible business professionals provides the business students with inspirational role models and positive social learning opportunities; when we talk about this summer, an intern is there. That is, a summer training is given or that we are talking about is involved in the live projects, especially the society-focused life project.

The society focus life projects are those projects where they visit the villages, and when I was in (0) (28:20) at that time, we did this type of the number project. So, therefore the students go to the villages, and they have to do the social work, and from there, when they come back, they share with the class that is the what was their learning is there and what is the with the industries also in the CSR corporate social responsibilities.

So therefore, in that case, students with inspirational role models will work, and therefore that is a social learning opportunity, and they avail.

**(Refer Slide Time: 28:51)**

## Research Paper

### Research limitations/implications

This paper suggests that experiential learning is an effective way of integrating ethics, responsibility and sustainability into the curriculum but the research draws on the experience of two schools. Further research is important to explore these findings in other contexts.

### Practical implications

This paper suggests that experiential learning is an effective way of integrating ethics, responsibility and sustainability into the curriculum but the research draws on the experience of two schools. Further research is important to explore these findings in other contexts.



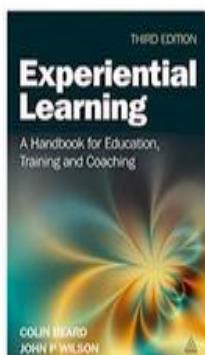
So, this paper suggests that experiential learning effectively integrates ethics, responsibility, and sustainability into the curriculum. However, the research draws on the experience of two schools, for the research is essential to explore these findings in other contexts.

(Refer Slide Time: 29:07)

### BOOK RECOMMENDATION

#### Experiential Learning

ASIN : 0749448970  
Authors: Colin Beard, John P Wilson  
Publisher: Kogan Page Ltd; 3rd edition  
Language: English  
Paperback: 320 Pages  
ISBN-10 : 0749467657  
ISBN-13 : 978-0749467654



<https://www.amazon.com/Experiential-Learning-Handbook-Education-Training/dp/0749467657>

So, this is the experiential book learning is there and the handbook of the education training and coaching by the Colin Beard and then John Wilson, and this book represents a simple model of a learning combination log which lists the wide range of factors that can be altered to enhance the learning experiences there. So, experiential learning offers skills that can be successfully applied to various settings, including management education.

Corporate training, team building, a new development for counselling and therapy schools in higher education and the unique needs training is concerned. So, this book will help you understand more in detail about experiential learning.

**(Refer Slide Time: 29:49)**

## References

- <https://www.bu.edu/ctl/guides/experiential-learning/>
- <https://www.yourarticlerepository.com/human-resource-development/experiential-learning-meaning-and-importance/60238>
- <https://www.wgu.edu/blog/experiential-learning-theory2006.html#close>
- <https://www.experientiallearning.org/about-mta/what-is-experiential-learning/>
- <https://educationaltechnology.net/kolbs-experiential-learning-theory-learning-styles/>
- <https://educationaltechnology.net/kolbs-experiential-learning-theory-learning-styles/>
- <https://www.growthengineering.co.uk/what-is-experiential-learning/>
- <https://www.outlife.in/experiential-learning.html>
- <https://www.academiaerp.com/blog/experiential-learning-vs-conventional-learning-which-works-better-and-why/>
- <https://www.knolskape.com/experiential-learning-vs-traditional-learning-methodologies/>



These are the references you can refer to for your further studies, and this is all about that is how the experiential learning that helps a person in addition to learning through online and other secondary data or the classroom learning is concerned. Thank you.

**Leadership and Team Effectiveness**  
**Prof. Santhosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology, Roorkee**

**Lecture - 49**  
**Action Learning**

In this session, we will talk about action learning, and as in the previous sessions, we will talk about leadership and the different dimensions of this team's effectiveness. Furthermore, the question arises that whenever we are going for this active learning, we also have to understand exactly what components are involved in this action learning program. So, therefore in this session, the contents will be the components of action learning, a type of active learning.

**(Refer Slide Time: 00:53)**

---

**Contents**

- Action Learning and its Benefits
- Components of the action learning program
- Types of Action Learning
- The Action Learning Process
- The Principles of Action Learning Model
- Action Learning Cycle
- The Action Learning Sets
- The 4 Key Components of Action Learning Theory
- 5 tips for Running Action Learning Groups
- Case Study
- Research Paper
- Book Recommendation
- References



The action learning process includes the principles of the action learning model, action learning cycle, learning sets, the four components of these action learning theories, and five tips for running the action learning groups. Moreover, there will be a case study, research papers, and book recommendations.

**(Refer to Slide Time: 01:13)**

## Action Learning

- Action Learning is a process that involves a small group working on real problems, taking action, and learning as individuals, as a team, and as an organization.
- It helps organizations develop creative, flexible and successful strategies to pressing problems.
- Action Learning solves problems and develops leaders simultaneously because its simple rules force participants to think critically and work collaboratively.



<https://extensionisus.com.in/extension-practice/action-learning/>

So, we understand that is from the name itself; it is evident. That is, it involves a small group working on real problems. Now you see the organizations face many problems based on the knowledge the employees have. Furthermore, as in the internet era, we find it is becoming straightforward to gain the knowledge is there. Nevertheless, when we talk about the efficiency or performance, we find that the delivery is not there.

The expected performance outcome is not there. So, that is why to develop that particular group. The group, knowledge-wise, is competitive and develops these skills. A small group will be taken, and they will be working on the real problems. And then the taken actions and learning as individuals, teams, and organizations. This process is also helpful for those who are writing case studies.

And then they find whenever this type of this small group of people you are the academician, you can also develop these case studies. Furthermore, even if you are on the industry list, you can work on these real minor problems by taking action and learning the outcome. It may be related to industrial relations may be related to interpersonal relations, or is concerned about human relations.

So, it develops the creative, flexible and successful strategies, and so, therefore, in that case, we will be able to identify what will work for my organization. Furthermore, this action learning

solves the problems and develops leaders. Moreover, now you see that it should be a continuous process. If it is a continuous process, you will develop this practice, whatever the problems.

That is the minor problem you are taking at the shop floor level; you are working on that. Then you identify specific new dimensions. You identify some new issues or barriers.

**(Refer Slide Time: 03:13)**

### **Benefits of Action Learning**

At an individual level, action learning helps:

- Enhance personal effectiveness and productivity
- Use reflection to enhance learning from personal experiences
- Enhance personal leadership and soft skills
- Develop self-confidence and assertiveness
- Self-expression as the practice the idea of speaking freely
- Improve awareness of how assumptions, beliefs, attitudes and organizational interests influence thinking, decisions and actions
- Augment self-awareness, awareness of others and the intelligence to adapt to the presented situation.



And then you come out with their solutions. So, it enhances creativity. Nevertheless, the beauty of this particular concept is that whenever you have the action learning process, that is a customized one. So, therefore you learn from this particular process how to solve my department, my sections, my organizations, my groups, and that particular problem on which you have done this experimental learning.

So, these processes help a lot because if a manager has any particular problem, he works with the group. So, personal effectiveness and the productivity of that particular group or department will increase. Similarly, the reflection enhances the learning from personal experiences, as I already mentioned in this process. Now you see that is the outcome we are not here that is the focusing only on the outcome of increasing the productivity.

Here we also understand that the reasons to be introduced to increase productivity are concerned. Then we are also having this personal leadership and soft skill style to work together because it

is a group team, as I have mentioned in the previous slide. That group of people will be there. Furthermore, therefore, the person who is the coordinator, who is a leader, will also develop the confidence, and that is the idea that will be generated.

That will be the self-expressed idea, and naturally, suppose an employee is working with certain assumptions, beliefs, and attitudes and then finds that there is no productivity. However, when he goes through this action learning process, he may develop different assumptions and beliefs, augmenting his awareness about himself and others. Furthermore, that will help us solve that particular problem or develop a solution.

**(Refer Slide Time: 05:13)**

### **Benefits of Action Learning(Cont.)**

#### **At an organizations Level**

- Enhance business performance at all levels.
- Rapidly solve urgent and important business challenges to evolve best, collective solutions.
- Develop innovative approaches and solutions that lead to substantial cost savings and increased ROI.
- The Develop a culture of staff engagement, involvement and performance, at all levels.
- Set strategic direction of the company as it approaches collective solutions to many challenges
- Leverage the Action Learning process for effective succession planning by allowing the opportunity for potential members to work in real life problem solving process.



<https://helpcenter.talentglobal.com/hc/en-us/articles/360017258411-What-are-the-major-benefits-of-Action-Learning>

That may be related to absenteeism, productivity, job satisfaction, or whatever it will be there. Furthermore, therefore, this experience will give us the benefit. Similarly, that will be for the individual level. Now when we talk about the organizational level. Naturally, what is the vision or focus? The goal was to improve the organizational issues. So, this creativity was developed either to increase productivity or develop a new product.

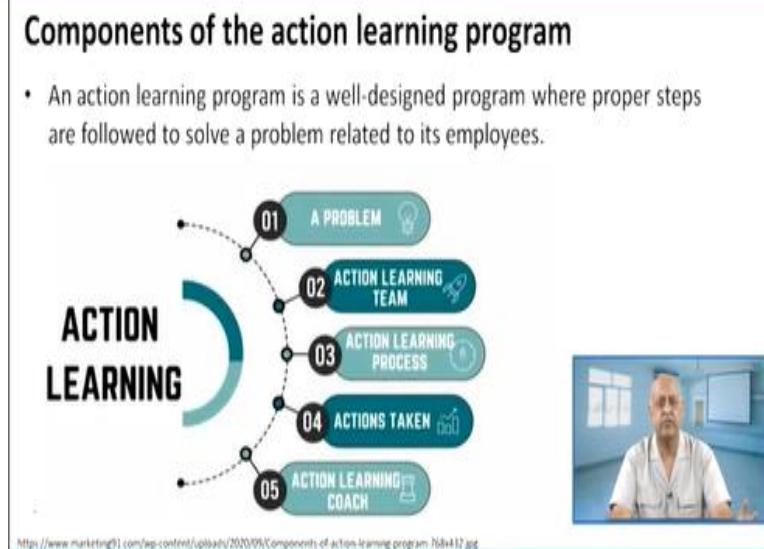
Alternatively, they identified specific HR issues or developed solutions for market problems. So, therefore it enhances the business of the organization. So, overall, the purpose of this model is not only the individual benefit but also the organizational benefit. Moreover, in this experimental

process, you can understand the beauty of this particular concept: whatever the challenges are there, collectively, they will identify the solutions.

Furthermore, when we are developing this type of innovative approach ultimately, what will happen? If it is a continuous process, it will develop a culture also. So, this self and the culture will be my initiation. Initiation by these set strategic directions of the company as itself only. So, it will leverage the action learning process for effective succession planning. So, therefore the members which whom you are involved in your group and team are also learning.

Moreover, the group and team members might be in junior positions. Furthermore, when you carry forward this particular style of the culture and practices of action learning, you are also developing succession planning because the team members will also learn. They will have that particular experience: how the group and team were formed and solved that problem.

(Refer Slide Time: 07:14)



And then how this action was taken and as a result of which the overall organizational performance effectiveness OE organizational effectiveness and that was improved. So, how exactly do we go through this active learning process? So, there are these components of the action learning program. Moreover, the first is where the proper steps to solve a problem related to the employees are there.

As the action learning team, then action learning process, action is taken, and an action learning coach is there. Now here, I would also like to mention that we also have to see the organization's culture. If the organization culture learns that it is a learning organization, organizational learning when the manager has all these issues, he will be able to identify the real problem.

What happens when a manager focuses only on these symptoms of the problems and not on the real problems. Therefore, it becomes essential that the person focuses on the real problem in that case. So, it should not be the tip of the iceberg on which one will be focusing. Moreover, when he can identify the real problem, I would like to give an example of absenteeism.

So, absenteeism is what? It is a problem, or it is a symptom of the problem. Yes, you are right; it is a symptom of the problem because we must identify what is happening and why. Furthermore, when we talk about why it is happening, we will come to know why absenteeism is there. I would like to share my experience. When I was the labour officer, the absenteeism was 20%.

Furthermore, the usual standard absenteeism rate was 14% when it was there in the textile industry. So, why 6% so much excess is there?

**(Refer Slide Time: 09:14)**

### Components of the action learning program(Cont.)

#### 1. A problem

The first and most crucial component of action learning is "a problem." A problem can be a work project, a challenge faced by the organization, an employee's issue, an issue with the employee's behavior in the organization, an opportunity, or a task.

#### 2. An action learning team or group

The second principal component of the action learning process is the group of people or the action learning team. The group members participate in the process either voluntarily or selected based on their experience or problem-solving skills.

#### 3. Action learning process

The third component of the action learning process is the steps involved in the process. In this process, the action learning process members ask the right questions to get deep insights into the situation.



Our workforce strength was also about 6000, and then you can understand when we are talking about this 6% is there. So, therefore then we started to identify the problem. So, therefore

ultimately, we have to understand that this absenteeism was because of the organization's cultural practices. This was the problem, or there was any other problem. Moreover, based on this action learning style, I am talking about the 35 years back this exercise we have done.

And then we have found out that a double earning was there. So, a problem can be a work project where we have to understand the employees' issues. Furthermore, the employees' issues were that is a double earning. Double learning means that there was no shift rotation, and therefore those who were into the first shift were working into the night shift of any other organization or were the security guards or something like this.

Those who were into the third shift. So, in the morning, they were selling the vegetables and all and running that particular shop of the vegetables and working on the others because their income was minor. So, therefore they were compensating like this. So, employees' issues identified where the double earning was there. Moreover, therefore, we have to identify the solution. So, it was an opportunity, or a task is there. So, then we have formed a group of labour officers.

And then also the union members, the representative of the workers and then the government officers also and therefore, the team was formed. So, a team was formed with the industry, academia and government, and these group members participated in this particular process. They were all the responsible persons and therefore, this problem was not for our unit only. This problem for the nature of an industry that is a textile industry was there.

**(Refer to Slide Time: 11:14)**

## **Components of the action learning program(Cont.)**

### **4. Actions are taken**

The action learning process is incomplete without the action taken to solve the problem. The purpose of the action learning process is to reach a point to determine the actions to solve the problem. The group members should be given the freedom to decide the actions they want to take and implement those actions.

### **5. Action learning coach**

An action learning coach is someone who is designated to control and coach the members of the action learning team. The action learning coach plays a vital role in leading the group in the right direction. He helps the group members reflect on the problem and think about the various solutions to solve the problem.



<https://www.marketing91.com/action-learning/>

So, therefore we have involved the different stakeholders, and those stakeholders then were working and interacting and what type of brainstorming sessions were done. And then we also talked to the workers, involved the workers also. That is now this is an organizational problem. So, then how it is to be done? So therefore, in that case, it was all stakeholders.

Now please understand that when you identify the problem, you have to involve all the relevant stakeholders. So, then you can come out to solve the problem. Furthermore, this is the learning process which actions you want to take unless and until you do not. It will be surprising for you to know that many organizations at the top management level only take the decisions.

Then they make assumptions; basically, their belief is there that this is the reason. Furthermore, this will be the solution that will work. And then if the management is well experienced, there will be no problem. Nevertheless, otherwise, a mismatch will be there. So therefore, in that case, it must be the team member. Nowadays, we are talking about leaderless teams. So, that is the coach designated to control and coach the action learning team members because you also involve workers.

Moreover, therefore, you involve these representatives that are a union. Suppose there is a union, so the person was working as an HRD representation development representation. It is not that different actions are to be taken. So, therefore, in that case, the action learning coach plays a vital

role in leading the groups in the right direction. And then when this participative involvement, understanding, and the research orientation help the group members reflect on the real problem.

**(Refer to Slide Time: 13:14)**

### Types of Action Learning

Team-Project Action Learning	Individual-Project Action Learning
Entire team works on a single project	Team works on individual projects
Project determined by organization	Projects selected by participants
Participants determined by organization	Participants self-select
Organization take action	Individuals take action
Team recommends and/or implements	Individuals implements solutions



[https://www.researchgate.net/publication/281794420/What\\_is\\_Action\\_Learning\\_Component,\\_Types,\\_Principles,\\_Issues,\\_and\\_Research\\_Agenda](https://www.researchgate.net/publication/281794420/What_is_Action_Learning_Component,_Types,_Principles,_Issues,_and_Research_Agenda)

Moreover, accordingly, then we can take the correct type of action. So, here the word that is very interestingly used is the acting coach. Furthermore, that action coach will decide the direction of that particular team in which the industry-academia and government all three stakeholders are involved. So, therefore what will happen? Once a team is there. And then definitely, the team has different stages. So, sometimes it is the workers will not support.

So, that is called the storming stage. So, that entire team works on a single project. So, therefore in the team project, you have to convince the others to decide on the norms. And then, the organization will decide how and who will be the participants in this particular team. And then, based on the team's findings, the organization will take action, and the team recommends how it is to be implemented.

However, when we talk about the individual is there, so that is a coach is there. So, participants will be self-selected, and individuals will take action and implement the solution. Now when to take these team project actions and when to take the individual project action is there. Now you see that is if it is a responsibility of the one department only 1 section only and you are having the small group of people.

For example, you will find 5 team members and a leader in the IT industry. So, I will propose that the individual project action required by that particular coach or team leader is there. Nevertheless, when the organization is an early organization, the large enterprise is there, then definitely, in that case, the persons to understand first the characteristics of these fundamental problems. So, therefore the representations are required.

(Refer to Slide Time: 15:15)

### The Action Learning Process

- The most common action learning process can be summarized according to the three stages of the action learning process: preparation, team meetings, and follow-up activities (Cho & Bong, 2013).

#### Preparation

- As a first step, sponsors (executives and managers) in the organization are secured before launching an action learning project. Before setting up meetings building trust and rapport between participants and organizations is the key to success in action learning.

**Team Meetings-** Action learning projects are work-based and difficult to solve alone. In the team meetings stage, action learning practitioners deal with the project and team selection, roles of a learning coach, problem-solving processes, reflection, and organizational support.



Otherwise, we will not be able to reach the right customized solution. So, therefore in that case, when the group is small individual action taken can be there. You can go for a team-building action learning process when the group is large. It can be involved. Therefore, it depends on what the issue is there in that case. It will be issue-based. You have to decide whether a team-based or an individual-based team will be there for the action learning program.

Once you have formulated the team, then accordingly the three stages of the action learning process that is we always know I have discussed with you in the leadership also that is about the negotiation. Furthermore, you can make this relationship with that negotiation that is a pre-negotiation, negotiation and post negotiation. So, preparation, team meeting, and follow-up activities will also be there.

Moreover, in that case here, our preparation should be solid because we want to take this before taking action. So, therefore in organizations, what do we do? We are learning the projects and meeting with these buildings and then the cohesiveness that will be developed with the help of the building trust. Among the team members, it is imperative is there. So, therefore that rapport between the participants and organizations will be developed.

And then accordingly team will be there. Now it is fascinating. That is what team do you form? Therefore, the challenge will be that this builds trust and rapport if it takes time for the team members to solve any particular problem, such as the union members and the management representatives. If there is no trust, more time will be taken to identify the problem.

**(Refer Slide Time: 17:15)**

### The Action Learning Process(Cont.)

- In the team selection, team members with diverse backgrounds are highly desired because participants of diversity can generate innovative ideas and explore different solutions.

#### Follow-up Activities

- In the follow-up activities stage, organizations (sponsors) make a decision on the implementation of action learning teams' solutions at the final team presentations. Participants share their solutions and lessons learned from their action learning process with other organizational members through annual action learning conferences and knowledge management systems (e.g., intranets) in the organization.



[https://www.researchgate.net/publication/283794420\\_What\\_is\\_Action\\_Learning\\_Components,\\_Types,\\_Processes,\\_Issues,\\_and\\_Research\\_Agendas](https://www.researchgate.net/publication/283794420_What_is_Action_Learning_Components,_Types,_Processes,_Issues,_and_Research_Agendas)

Then the team will have a meeting and take the actions will be there, and the team will have this brainstorming session. Furthermore, therefore, they will discuss. So, that is a pre-phase; pre-phase is very important. Moreover, I would like to suggest here please read the Stephen P Robbins book on the group and team. Furthermore, you will find that the pre-phase of the particular team building is becoming very important. Moreover, why it is so?

So, therefore if there are certain misbeliefs or misperceptions, for example, the workers against management, management against a worker or the management against the government, government against the management. So therefore, in that case, all team members who will be

having that particular track will be developed. They will develop a common platform where all have this same mindset.

So, in the team selection process, for example, when we talk about the government, naturally, the government representatives will be from the labour office, or relevant officers will be there. And then they will be talking about the labour laws which are required to be implemented by the government is their management will be there. They will talk about the organizational culture and practices will be their workers will be there.

They will be talking about their issues and the practices there. So, therefore the diverse background of the team members is very, very necessary is there. Once this team has been formed and the actions selected, then the implementation of action learning teams is their solution. So, here again, I will classify it into the pre-phase phase and the post phase.

So, the implementation of the decision is there. Always please be careful before you take any particular decision whether that particular soil is ready or not.

**(Refer to Slide Time: 19:15)**

## The Principles of Action Learning Model

The principles involved in the Action Learning Model are as follows:

1. The learning experience should be centered around finding an answer or a solution to a problem that exists in the real world.
2. Learning is a voluntary process, and the learner must be willing to learn.
3. Action Learning is a highly social activity and process which takes time to be fully effective. The typical action learning program can last between four to nine months.
4. Developing the individual's knowledge base and skill sets are just as essential as arriving at the solution to the scenario or problem.



<https://elearningindustry.com/action-learning-model>

So, if your soil is ready, you can take a particular pre-phase preparation stage that must be required to be very, very strong if your preparation phases are solid and then definitely, in that case, the implementation of this solution to that particular problem that will be becoming very,

very easy. Now, what cares is to be taken? We will understand with the help of the principles of the action learning model.

At the time of taking action, principles are to be followed. These learning experiences should be centred around finding an answer or a solution to a problem in the real world like I was talking about double income. Now, this is a real-world problem. What solution will you give if you are working on that real-world problem? Because if you stop their earning, that will be not a correct solution.

Because if you stop their earnings, then how their family will survive? I remember the 1-day payment for the three days of medical leave. At that time, also in labour loss, that particular amendment an issue was there. So, therefore in that case, when you involve all the representatives, there will be a voluntary process, and the lender must be willing to learn. So, therefore those who are the workers should be part of that particular team.

So, therefore action learning, which you are going to the highly social activity you are taking. So, you will be developing the individual's knowledge base and skillsets. So, therefore please involve those workers or those team members who will be affected by your decision because your typical action was a learning program that we will require to (( )) (21:07). Now, this can be on a trial basis.

It has been mentioned that it is that program that can last between 4 to 9 months. So, you can develop a training also.

**(Refer to Slide Time: 21:15)**

## Action Learning Cycle

The eight steps illustrated here constitute a cycle of learning and continuous improvement. In many ways they correspond to the PDCA cycle of improvement.



Suppose there is particular skill development. So, we also have to understand that this particular action learning may be for the behaviour and skill it can be there. Now, what are the stages in the action learning styles? So, here we will talk about a case for the action is there and therefore here is a case study as I mentioned earlier only. It will be like a case study will be there developing a case study is there.

Furthermore, therefore, it will be a continuous process. Moreover, here you will find planning, doing, checking and acting. PDCA cycle of improvement is there. That is, planning, doing, checking and acting are there. So, therefore an action case is there, and this is the gain knowledge. First, you gain the knowledge and then agree on the new behaviour. Now you see that we have to agree to identify a specific solution to this particular problem.

Moreover, therefore, you will apply a planned practice of behaviour. That is what type of practice of behaviour you would like to implement here. And then receiving the coach's feedback is who that particular coach or the team leader is there? So, when you implement for the four months, eight months, nine months, then definitely always there storming will always be there. Because always the change is there, a resistance to change is there.

Furthermore, therefore, in that case, you have to refreeze the change according to Levin's change management model. So, therefore you will get specific feedback. So, then on that particular

feedback, again brainstorming will be their meetings will be their action taken meetings will be there. So, therefore the people will be those who are getting affected. They will come out with their problems. If you are implementing this solution, these problems will be there.

(Refer Slide Time: 23:16)

### Action Learning Cycle(Cont.)

- The steps illustrated in yellow are primarily knowing/gaining knowledge steps.  
The steps in purple are more experiential and have more impact on how the learner feels.

#### 1. Build A Case for Action:

- It is essential that team members understand the business case for action.
- As management embarks on a process of continuous improvement they need to point to competitors, best practices, financial benchmarks and the voice of the customers who are telling us that we need to improve.

2. Gain Knowledge: Transferring knowledge is what most corporate trainers do best. It is what classrooms are best designed to accomplish. It is why we have books and websites. However, knowledge very often does not result in behavioral change.



So, therefore that is again in feedback. Then again, the corrective action will be taken, and like this, you will find that we will have the PDCA cycle. So, always based on your feedback, checking will be there. Again, you have to take the corrective actions that the act will be there. Again, you will plan something, which is the organizational life cycle. It goes further.

Here we will take a one by 1 step: how the learner feels about it. There are team members who understand the business case for the action. Now, many times those who are team members are the convenient members. Convenient members mean they do not know much about that issue, which is to be avoided. We have to see that we are taking those members, those who understand the business case, to the action.

Moreover, therefore, now you see it is not the internal stakeholders but the external also. So, there will be competitors. So, best practices, benchmarking practices, we should know benchmarking practices. For example, this rotation of shift. Is it possible or not? Is it already practised in other cities, industries, or other places? So therefore, in that case, best practices when we identify.

And then the financial benchmarks and the customers' voice what we need to improve? So, therefore naturally, it is going to affect your financial aspects. Most corporate trainers do best in transferring knowledge because the classrooms are best designed to accomplish this. So, therefore, convincing gain knowledge is what? That is convincing. Moreover, you are convincing them that this particular change is required because this problem can be solved only by bringing it.

(Refer Slide Time: 25:16)

### Action Learning Cycle(Cont.)

#### 3. Agree on New Behavior:

- Intention is the beginning of change. The guitar instructor may teach a chord position or scale on the fret board. By itself, that is useless knowledge. It only becomes useful when practiced.

#### 4. Apply & Practice New Behavior:

- Imagine learning to play a musical instrument. Learning any new skill is much the same way. Teams need to practice problem solving and experiment.

#### 5. Receive Feedback from Coach

- The role of the *sensei* has become understood as an element of Toyota culture. A *sensei* is, essentially, a personal coach and mentor. Someone who can guide, observes, and gives feedback and encouragement.



So, therefore these books, websites, primary data, and secondary data you will be using and sharing may be in the classroom. Nowadays, we can talk about it will be online process will be there and therefore, the people will be easily able to gain that particular knowledge. That is why this particular action is required. Moreover, when action is required, they have to change their behaviour. So, they have to agree on the new behaviour.

So, therefore, in that case, the intention is the beginning of the change, and the guitar instructor may teach a chord of position or the scale on the flat board. That is useless knowledge; it only becomes useful when practice is there. Furthermore, another example is that swimming is there unless and until you will not enter into the water, you will not understand the swimming. So, therefore applying practice, the new behaviour will be there.

First, you should have that motivation, that willingness. Yes, this particular change in behaviour we want to bring. Moreover, whenever we talk about the shift to the rotation of the shift, you can understand how difficult the task will be. So, imaging and learning to play a musical instrument and learning any new skill are similar. This team needs to practise problem-solving, and experiments will be there.

So, here the team also has to understand how to handle these issues. The role of the sensei has become understood as an element of the Toyota culture. A sensei is essentially a personal coach and mentor. So, therefore 1 to 1. So, many times there are the issues when you have to interact 1 to 1 and understand. Like in the case of the ship rotation I was talking about and what was important is this. That is the financial aspect.

So, he is the only earning member. And then, he has the responsibility of the parents, spouse, and children.

**(Refer Slide Time: 27:17)**

**6. Gain More Knowledge:**

- And now, the cycle becomes obvious. After each lesson learned, action or deliverable completed, the team receives feedback from the coach and then goes on to learn the next element of development: how to develop a balanced scorecard; how to map their work process; how to recognize variances of common versus special cause; how to reduce waste and cycle time, etc.

**7. More Practice:**

- The team and their coach should map out a series of ten to twenty steps that the team or individual will learn then do, then gain feedback and reflection.

**8. Positive Reinforcement from Coach and the Natural Environment:**

- As teams practice the skills of continuous improvement they begin to have an impact on actual performance.



<https://www.toronto.ca/city廳/learning-types-of-learning-are-the-key-to-developing-a-culture-of-continuous-improvement/>

So, therefore in that case definitely, they will require a personal interaction 1 to 1 interaction. Furthermore, when there is a personal coach, he will understand, and he will be able to bring that particular information to the team. That is, these are the issues. These are the workers who are facing these particular problems. So, this cycle becomes obvious. After each lesson, learn. Now somebody will be having specific medical issues.

Then, in that case, we have to learn that everybody has this financial issue. So, the team receives the feedback from the coach and then goes on to learn the new next element of development. How do you develop a balanced scorecard? Now you see somebody has financial; somebody has the social, somebody is having the economic. Now I would like to give another example.

One fitter was there who was newlywed, and then earlier; he was a star performer. And then he starts remaining absent. So, what was the reason? The reason was that his wife was from the village. Moreover, she was not ready to live alone when the worker was there on the night shift. Now, this type of issue will come particular cause will be there. So therefore, in that case, we have to find out that the team and their course should map out a series of 10 to 20 steps.

Moreover, that individual will learn and gain feedback and reflection. It is not the instant you go there you talk to the people you come back and introduce the strategy. Please do not do that. Do not make haste. So, therefore; positive reinforcement from the coach and the natural environment will support. So, as the team practice continuous improvement skills, they may have begun to impact the actual performance is there.

Furthermore, whenever they have that impact on the; actual performance, a trial is to be given. They have to be asked to work for a particular period, and when they are working for a certain period, they will be able to come out with that particular solution. Moreover, when they come out with that particular solution, the solution will be implemented.

**(Refer Slide Time: 29:17)**

## The Action Learning Sets

The groups that are formed in Action Learning are known as "action learning sets". In action learning sets, the learners are encouraged to meet on a regular basis, explore answers to the problems, and to collectively decide upon the most appropriate solution. Usually, the steps involved in the process are:

- Describing the problem as it is perceived by the action learning set.
- Discussing the problem by allowing each member of the action learning set to ask questions.
- Assessing what has been discovered during the process so far, and determining which action should be taken.
- Evaluating the outcome that was produced by the solution.
- Re-evaluating the problem solving method and determining if it is effective



<http://elearningindustry.com/action-learning-model>

So, action learning sets will be there, and they will be describing the problem as perceived by the action learning and then discussing the problem by allowing each member of the action learning set to ask the questions. So, naturally, there will be rounds of the meetings. So, action learning sets will be developed. Furthermore, the actions and learning sets that will be explored are how this collectively because we have representatives from all the parties.

So, therefore the problems are now identified. In that case, we have to identify the top 5 problems that we have to focus on because most of the workers have this particular problem. Other team members who are having a particular problem are there. So, then you will be discussed these particular problems. And then every member because they like the workers, especially the unions you have to allow.

Typically what happens many times the leadership style does not allow to participate them and does not talk to them is that their real problems are there because there might be that is affecting the corporate interest. However, what is required is balancing the imbalances. Furthermore, in that case, even what problems they are saying have no concern with the organization many times, but those days are gone.

The individual's problem is also part of the organization's problem. So, therefore you have to access and discover during the process what has been the actions it should be taken. Moreover,

evaluating the outcome that was produced by the solution is there. Furthermore, whenever you take out this particular solution, you will have to re-evaluate the problem; as I mentioned, it is a continuous cycle.

So, re-evaluating the problem and solving the method and determining if it is an effective and, many times, that solution that you have assumed.

(Refer to Slide Time: 31:17)

### The 4 Key Components of Action Learning Theory

There are four other key components that may be applied in an action learning sets:

- 1. A Problem** This is typically a non-technical problem, and must pertain to either strategic or tactical-based scenarios or issues.
- 2. A Client** This is the entity who set forth the problem. This may be a member of the group, an instructor, or an outside organization.
- 3. A Set Adviser** This is the individual who facilitates the set and presents the guidelines for the problem solving process.

#### 4. The Process

This involves an assessment and analysis of the problem, reflection, the formulation of a possible solution or hypothesis.



<https://learningindustry.com/action-learning-model>

Because you have taken the solutions and the basis are certain beliefs, which may be wrong. So therefore, in that case, we have also to see that there are certain theoretical concepts. We are supposed to incorporate support whenever we talk about a problem or provide solutions. So, first and foremost is a non-technical problem, the behavioural problem must pertain to either the strategic or tactical based scenario, or issues are there.

Now you see another example I would like to give off the Covid 19. And then, in that case, you will find this is a non-technical problem will be there. Furthermore, the people are working from home, and then some of them can work, some of them are not able to work. They cannot reach their organizations, especially when we talk about manufacturing. So, what government has done? The government has taken very positive actions.

And then making the arrangements, allowing them, then having these alternate working like this. Therefore one by one, that type of manufacturing process has been started. So, there will be social distancing, and all is there. So, therefore this is the entry state for the problem is there. The advisor, usually the organization and HR manager, will facilitate the set and present the guidelines for the problem-solving process.

Based on this discussion, the team is there, the group has discussed, and then that advisor will be there. Moreover, that advisor knows the assessment and the analysis of the problem is there. Reflection is the formulation of a possible solution or the hypothesis assumption. Hypothesis means what? That is an assumption is there. If we go by this particular solution, we will be able to identify the solution to the problem is there.

So, right from identifying the problems related to the client, the person facing this particular problem is that he is a client.

**(Refer to Slide Time: 33:17)**

### 5 tips for Running Action Learning Groups

The following 5 tips are aimed at helping you to run successful Action Learning Groups.

**1. Individuals should choose to 'sign up' for Action Learning**

Successful Action Learning groups stay together because they choose to and not because they have to. It is a good idea that the process for joining an Action Learning group be a voluntary one.

**2. Pay attention to the environment**

Often we don't pay too much attention to where we have meetings. This is not an option when you are running Action Learning



So therefore, in that case, HR will be giving the advisor, and the solutions will be proposed. So, therefore, in this case, it is essential to sign up for action learning. So, successfully it will be only possible because it is a good idea that the process for joining an action learning group be a voluntarily one. Now you usually see what happens? Organizations prefer these members to those whom the organization likes. So, that should not be the business.

So, therefore there should not be shortcuts in perceptions. Furthermore, if there is a shortcut in perception, then definitely the individual to whom you have selected if that is wrong, the whole process we have talked about will be a total waste. So, therefore the individual should choose to sign up for the action learning. He voluntarily comes out and says, " I want to do this and be a part of this particular study or the particular identifying the problem and providing the solutions.

Nevertheless, I can understand practically that if no one is voluntarily coming, it is the organization's responsibility to fix it. Furthermore, in that case, that will be the individual that we will be convinced to take this responsibility is to be and because there is an organizational responsibility also. Now here that is too much attention to where we have a meeting. This is not an option when you are running action learning.

So, therefore, in that case, please pay attention. We usually do not pay too much attention. Nevertheless, what is required is the environment. Furthermore, therefore, if you are having this, I will suggest that you visit the workplaces and talk to them if possible. Furthermore, in that case, despite calling them to the board room and the boardroom meetings, that environment will give a more formal environment in which we may not come out with the real problem.

**(Refer to Slide Time: 35:17)**

### 5 tips for Running Action Learning Groups(Cont.)

#### 3. Work with a skilled Facilitator

In Action Learning the facilitator will role model the skills that others are expected to learn and use in the session.

#### 4. Run an introductory session on Dialogue

Running a session on Dialogue will help a group to start as you mean them to go on. The principles will actively help the group not to fall into the trap of developing an inbuilt compulsion to fix other people's problems.

#### 5. Be rigorous with time

Time and how you use it is critical for the success of an Action Learning session. Everyone must have an equal slot of it and don't be afraid of being up front about it



<http://dm.yourself.com/video/running-action-learning-groups-tips> | B. Handy, Gender(Digitization/Handy\_Guide/Top\_5\_tips\_Running\_Action\_Group.pdf)

I will not mind visiting that colony or where these workers live and then what type of environment they are having and, therefore, creating the enabling environment. So, if you are an excellent enabler, create that particular environment. So, work with a skilled facilitator, and the facilitator will not model the skills that others are expected to learn and use.

So therefore, in that case, that facilitator should have the skilled one. So, who knows if, in a given situation, he can find out what will work and what will not work because of his knowledge, attitude, skills, and experience. Moreover, therefore, it is not the only qualification, but the experience is necessary. So, running an introductory session on the dialogues and opening the dialogue is a significant responsibility.

If the opening of dialogue is done very effectively, then your team's half problems are solved. However, in the beginning, in the dialogue, problems are there that will remain for a long time, not forever but a long time. Be rigorous with the time and the time and how you use it critically for the success of an action learning session. Everyone must have an equal slot in it, and do not be afraid of being upfront about it. Now here you see. That is the yes naturally because this is a problem.

We are working on the problem. We are not working on any reward. So, in that case, there will be different opinions. Therefore, everyone should be given an equal slot so that he can talk about his problem. He can talk about his particular issues on the basis this problem is standing. Otherwise, what will happen? If you are not giving enough time, then that problem will not be able to solve.

**(Refer to Slide Time: 37:18)**

### Case Study : Leadership Development in the Private Sector: 3M

3M is a science and product company that generates approximately \$30 billion in annual revenues and consists of 85,000 employees located in more than 70 countries. Headquartered in St. Paul, Minnesota, the 65,000 products in 3M's portfolio include adhesives, abrasives, nanotechnology, electronics and software, lighting management, microreplication, and nonwoven materials and some 40 other technological platforms. Many of these products, such as Post-It notes, are highly recognizable. 3M has always put a premium on innovation, and to date its 8,000 research scientists have generated over 3,100 U.S. patents. Because of the success of its products, 3M has consistently been ranked as a top 10 Most Admired Company by Fortune magazine.



Image Source: <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC1784396/>

So, I am sure that is with the help of these principles' actions learning program, you will be able to build the team, and the team which will be working for these identifying the problem and by taking these actions, you will be able to solve any problem or you can work on the developmental process also in case of these issues of the organizations. As usual, this is the case study to which you can refer.

(Refer to Slide Time: 37:52)

**Research Paper**

**Authentic leadership and mindfulness development through action learning**

**Purpose**

The purpose of this paper is to evaluate a three-year training program based on action learning principles with regard to its effectiveness in fostering authentic leadership (AL) and mindfulness among the participants.

**Louis Baron**  
*Department of Organization and Human Resources,  
Université du Québec à Montréal, Montreal, Canada*



Furthermore, these are the papers which have been suggested. You go through these papers.

(Refer to Slide Time: 37:57)

## Research Paper

### Design/methodology/approach

Data were obtained using a mixed-method design. Quantitative data were collected using a quasi-experimental sequential cohort design with comparison group, in which 143 participants responded to a self-evaluation questionnaire up to six times over a three-year period. Semi-structured interviews were also conducted with 24 managers.

### Findings

The results indicate that, as participants evolved through the leadership development program, self-reports of AL and mindfulness increased significantly and linearly as determined using repeated measures ANOVA, paired t-tests, and content analysis of interviews.



## (Refer to Slide Time: 37:57)

### Practical implications

The results suggest that a leadership development program based on action learning principles can foster the development of AL and mindfulness. The core elements of action learning (i.e. working on real problems, gaining new insights in a supportive and confrontational environment of one's peer) appear to be key to bringing about real changes in the behavior of participating managers and maximizing the chances of generating lasting effects.

### Originality/value

This is the first longitudinal study to demonstrate that the development of mindfulness and AL – which calls for internalization of attitudes and behaviors – can be fostered by a leadership development program. The question of whether AL can be developed through planned interventions is paramount for advancing theory and research on AL.



These papers will help you.

## (Refer Slide Time: 37:58)

## Book Recommendation

**Optimizing the Power of Action Learning: Real-Time Strategies for Developing Leaders, Building Teams and Transforming Organizations**

**Authors:** Michael J. Marquardt, Peter Cauwelier, Shannon Banks, & Choon Seng Ng

**Publisher:** Nicholas Brealey International; 2nd edition (16 February 2011)

**Language:** English

**ISBN-10:** 1904838332

**ISBN-13:** 978-1904838333

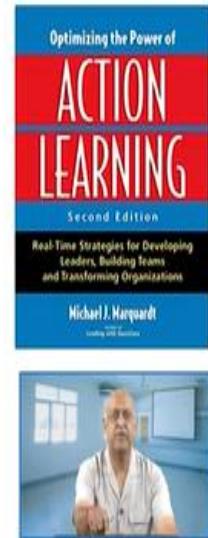


Image Source: <https://www.amazon.in/Optimizing-Power-Action-Learning-Organizations/dp/1904838332>

**(Refer Slide Time: 38:02)**

## Book Recommendation

This newly revised edition demonstrates how action learning can be used to address today's increasingly complex organizational challenges. Profiling such global leaders as LG, Sony, and Boeing, Marquardt shows how these and other organizations have flourished by discovering how to optimize the power of action learning. Packed with extensive enhancements, including new international case studies, and more strategies to introduce and maintain action learning programs within an organization, Optimizing the Power of Action Learning delivers an innovative and fresh perspective - making it a must-have for any organization looking to heighten competitive advantage and sustain success.

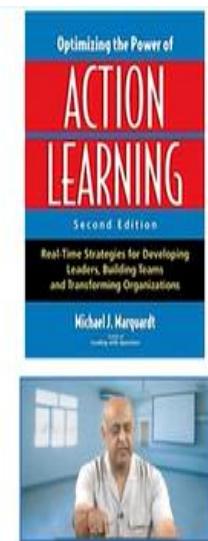


Image Source: <https://www.amazon.in/Optimizing-Power-Action-Learning-Organizations/dp/1904838332>

Furthermore, these are the book recommendations for these particular aspects.

**(Refer Slide Time: 38:03)**

## References

- <https://extensionaus.com.au/extension-practice/action-learning/>
- <https://helpcentre.tcgglobal.com/hc/en-us/articles/360037218491-What-are-the-major-benefits-of-Action-Learning->
- <https://www.marketing91.com/action-learning/>
- <https://www.researchgate.net/publication/283794420> What is Action Learning Components Types Processes Issues and Research Agendas
- <https://elearningindustry.com/action-learning-model>
- <https://www.lmmiller.com/action-learning-cycles-of-learning-are-the-key-to-developing-a-culture-of-continuous-improvement/>
- <https://elearningindustry.com/action-learning-model>
- <https://cdn.ymaws.com/associationforcoaching.pdf>
- <https://ym.com/resource/resmgr/Articles & Handy Guides/Organisations/Handy Guides/Top 5 tips Running Action LG.pdf>



These are the references from which the material has been delivered to you. Furthermore, certain materials will give you more understanding of this particular topic. Thank you.

**Leadership and Team Effectiveness**  
**Prof. Santhosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology, Roorkee**

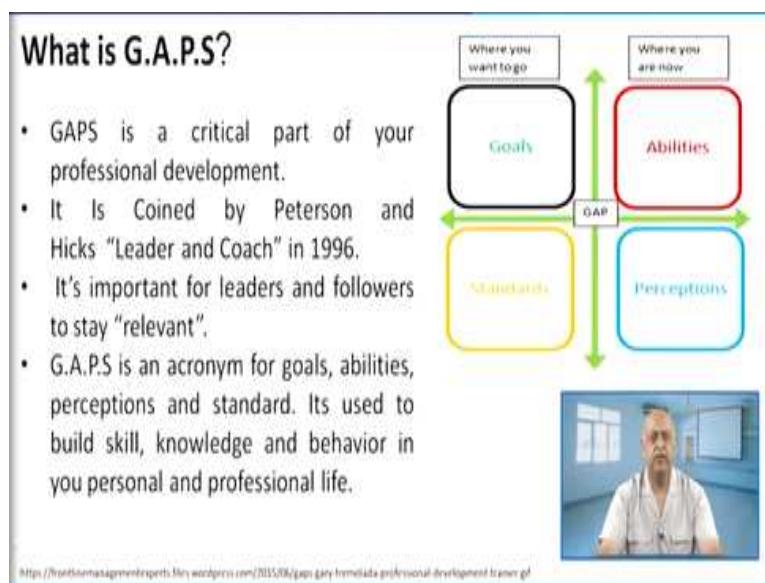
**Lecture - 50**  
**Development Planning: GAPS Analysis**

So, in this session, we will talk about the GAPS analysis's developmental planning. As usual, we will talk about what we mean by the GAPS development planning conducting a GAPS that is the goal of ability perception standards analysis. Identifying and prioritizing development needs and then bridging the GAPS and the five coaching steps will be there.

Furthermore, as usual, we will be discussing the case study research paper book recommendation, and the references are there. Now you see that whenever we are talking about the GAPS, the goals are there, and it was the first coin by Peterson Hick's leader and coach in 1996. Furthermore, it is essential for the leaders and the followers to stay relevant now that we become critical. It is an acronym for the goals, abilities, perceptions, and standards.

It is used to build skills, knowledge and behaviour in your personal and professional life. So, therefore, in that case, it is essential whenever we are talking about leadership.

**(Refer Slide Time: 01:36)**



Then when you are developing these teams, you are required to have that particular goal, and whenever we are talking about the goals, it is a creation of vision. If you remember correctly, then in these vision statements, we have talked about leadership, which is how goals are to be created. Furthermore, whenever we discuss creating goals, we have talked about how a leader should be visionary.

If the leader is visionary, then he can develop the goals. Here I would like to take the example whenever we talk about long-term and short-term planning. So, if you are talking about long-term planning, there are reasons that will be maybe for the five years nowadays because we cannot talk about the ten years and 15 years is there. However, when we are talking about the national level, we are talking about the 20 30 20 50.

So, that vision Dr Kalam has given this particular vision, so therefore, in that case, we find that it is becoming essential that is what is the leader's vision is there. Moreover, accordingly, he has to decide, and the creations of the goals are there.

**(Refer Slide Time: 02:56)**

## Development Planning

- Development planning refers to the strategic measurable goals that a person, organization or community plans to meet within a certain amount of time. It generally also includes the criteria that will be used to evaluate whether or not the goals were actually met.
- Development planning refers to the strategic measurable goals that a person, organization or community plans to meet within a certain amount of time. Usually the development plan includes time-based benchmarks.



The diagram illustrates a cyclical process of development planning. It features five circular nodes connected by arrows forming a loop. The central node is labeled "DEVELOPMENT PLANNING". The other four nodes are: "Employee Self Reflection" (top left), "Draft Development Goals and Plan" (top right), "Development Discussion with Manager" (bottom right), and "Finalize Development Plan" (bottom left). Arrows indicate a clockwise flow between the nodes.



A small video thumbnail showing a portrait of Dr. APJ Abdul Kalam, an Indian polymath and statesman, wearing a white kurta and a shawl, sitting in front of a blue wall with framed pictures.

<https://bohatala.com/wp-content/uploads/2018/10/Development-Planning-for-Business-100x212.png>

Whenever we talk about these individuals' goals, that becomes particular; it is also part of the planning. So, in these, I will advise you to read the essentials of management by coons. Furthermore, whenever you are studying these particular functions of a manager so, therefore, in the goals so, when creating the goals are concerned, it is a part of the planning is there.

Furthermore, the planning is there. Many times, our planning is there. The goals, vision, mission, strategies, policy, procedure, rules, and budgeting are there.

So, therefore the first and foremost comes because we are designing the goal. Now you see what the goal is there. So, therefore, in that case, it is required that there be measurable goals, and there can be non-measurable goals. So, there can be verifiable goals, and the non-verifiable goals are there. So, then that is the always we typically refer to the measurable goals.

So, therefore this organization plays me within a certain amount of time because that goal is to be achieved in a given time only because organizational aspects are there. Furthermore, there will be the specific dimensions or the criteria as we can say that is they are evaluating whether or not the goals were the go. So, how should the goals be to be? That is realistic and achievable, so flexible also.

Please also understand that these three characteristics of the goals are fundamental. That is, the flexible, realistic and achievable are to be there. So, therefore whenever we are doing this developmental planning, and then person organizations plan to meet within a certain amount of time. Now, you will usually find the development plan includes the time-based benchmarks—most of the time, the competition.

Whenever we talk about the competition, the competition goes by the period and therefore, when we talk about the race.

**(Refer Slide Time: 04:56)**

## Development Planning

### Conducting a GAPS (Goal, Ability, Perception, Standards) Analysis

<b>Goals:</b> Where do you want to go?	<b>Abilities:</b> What can you do now?
<b>Step 1: Career objectives:</b> Career strategies:	<b>Step 2: What strengths do you have for your career objectives?</b> <b>Step 3: What development needs will you have to overcome?</b>
<b>Standards:</b> What does your boss or the organization expect?	<b>Perceptions:</b> How do others see you?
<b>Step 5: Expectations:</b>	<b>Step 4: 360-degree and performance review results, and feedback from others:</b> • Boss • Peers • Direct reports



Sources: D. B. Peterson and M. D. Marks, *Leadership Toolkit* (Minneapolis, MN: Personnel Decisions International, 1996).

Furthermore, in the race, it must be it is not your speed only, but it is also the relevant speed. Furthermore, talking about the relevant speed means who is targeting the goal, whether your competitor or yourself is there. One example I would like to give is the customer segmentation, and whenever we are talking about the customer segmentation, that is who is approaching that particular. I want to give the example of the Nano car.

Furthermore, in that case, that particular goal and then achieving it is becoming the one that has made it unique. So, when you want to design a goal, it is a beneficial slide where you want to go. So, therefore, in that case, what can you do now. So, that is, the abilities are there, and here you also have to understand what my career objectives are. So, therefore these carrier objectives will be related to my abilities.

And then if it matches, the people are doing the excellent work. So, we must understand the match between their abilities and goals. So, if my goal requires development, a simple example is that you want to participate in a particular sport and then contest that particular activity or event. Then, in that case, you have to develop that ability.

Ability to win that particular event is what your boss or the organization expects. Now here I would like to give another support entity about the parents. So, whenever we are talking about the Indian context, especially. So, whenever we are talking about our goals and then the support.

So, support from the parents is a society parents coach is required. Therefore, in that case, this is what is expected.

**(Refer Slide Time: 06:57)**

---

The specific steps for conducting a GAPS analysis are as follows:

**Step 1: Goals**-The first step in a GAPS analysis is to clearly identify what you want to do or where you want to go with your career over the next year or so. This does not necessarily mean moving up or getting promoted to the next level.

The one of the most important aspects of this step in the GAPS analysis are that leadership practitioners will have a lot more energy to work on development needs that are aligned with career goals, and in many cases advancing to the next level may not be a viable or particularly energizing career goal.



---

Moreover, when you see that you can develop that particular ability to meet your goals, you also have to plan, evaluate, and take the feedback. Whether you have, you can achieve that goal, or you cannot achieve that goal is there. So, dear friends, most of us are not very clear about whether in the personal or professional role, organization or personal life.

That is precisely my goal, and then you see that there are several mythological kinds of literature available in India that talk about what should be your goal; in that case, when we are talking about the organizational context, what do you want to be where you want to go with your career over the next year or so. So, therefore it is a general question and, in that case, what will be the correct answer.

Correct answering, in my opinion, is a development of abilities and the matching the goal is. So, therefore if I can develop that ability in one year or two years, how much time it will require, I will be ready to achieve that particular goal. That is, whatever these goals are there which you are deciding. So, the most critical point is a lot more energy to work on the developmental needs.

Usually, people keep these very high goals, but they are not ready to put effort into their development and are not developing their abilities. They want that is the career goals can be achieved with my current abilities itself. So, my abilities are enough. Nevertheless, I always say that is who will decide whether abilities are enough or not. So, it is not only yourself. I understand you will decide but not only you.

(Refer Slide Time: 08:57)

### Conducting a GAPS Analysis(Cont.)

**Step 2: Abilities-** People bring a number of strengths and development needs to their career goals. Over the years you may have developed specialized knowledge or a number of skills that have helped you succeed in your current and previous jobs.

Similarly, you may also have received feedback over the years that there are certain skills you need to develop or behaviors you need to change. Good leaders know themselves—over the years they know which strengths they need to leverage and which skills they need to develop.

**Step 3: Perceptions-** The perceptions component of the GAPS model concerns how your abilities, skills, and behaviors affect others.



That will also be decided by your superior or by your coach. So, we are talking about the 720-degree feedback whenever the goals are to be fixed. The 720-degree appraisal will give us the right direction that what abilities I am supposed to develop. Suppose I alone decide my goal; that will be an incomplete process.

The process will be complete when I involve my parents, teachers, and friends and then I realize my strengths and weaknesses; therefore, on that analysis, I will be able to identify if this is the goal and what abilities are there. Moreover, when we talk about these GAPS analyses, there is no gap between the goal and the abilities to be bridged.

So, here, the people bringing several strengths and developments to achieve their career goals are there. Furthermore, many times, it is the knowledge and skills that we develop and therefore, in that case, we receive the feedback that is then yes, we are the skilful person, and we are the fully

developed person, able person. So, therefore that ability that you will be able to get from that particular knowledge and skills is there.

Now here you see that the ability, skills, and behaviour also affect the others. So, that is the perception is there. So, therefore, in that case, it is essential to do what you perceive yourself. You must have seen that cat where the cat is sitting before the mirror, and the seeing itself is a line into the mirror. The image of the cat looks like a lion.

So, do you see yourself as a lion, or do you only see yourself as a cat? So yes, after this discussion, I am sure you will say that is yes, I can see myself as law and also. Also, even if I am a cat today, I will become a lion tomorrow. So, therefore in that case that is the perception is there.

**(Refer Slide Time: 10:57)**

### **Conducting a GAPS Analysis(Cont.)**

What are others saying about your various attributes? What are their reactions to both your strengths and your development needs? A great way of obtaining this information is by asking others for feedback or through performance reviews or 360-degree feedback instruments.

**Step 4: Standards-** The last step in a GAPS analysis concerns the standards your boss or the organization has for your career objectives. For example, your boss may say you need to develop better public speaking, delegation, or coaching skills before you can get promoted. Similarly, the organization may have policies stating that people in certain overseas positions must be proficient in the country's native language, or it may have educational or experience requirements for various jobs.



Nevertheless, the case if you perceive how the cat can be the lion. So, they are the cat cannot never be willing the lion. Nevertheless, here, we are not talking in the context of these and physiologically. We are talking in the context of the behaviour. So, today my behaviour is like a cat; tomorrow, my behaviour once I develop the ability, then tomorrow, my behaviour will be like a lion. So, what others are saying about your various attributes are there.

However, here also, we should not be into the illusion. Illusion needs to be avoided, so I said the goals are to be realistic. Moreover, in that case, what others are saying and their reactions to both your strengths and your development needs are there. So, therefore if somebody is not having that potential and somebody says it is not, you will become like x and y, so then you have to understand please that is the; identify your potential.

I am not saying that the cat cannot be the lion, but the cat has to understand that it has that ability that can be converted into the lion is there. Furthermore, that is why the other's contribution will be decided. Now the questionnaire describes the difference between the behaviour of a cat and a lion, and it is called the standards. So therefore, in that case, the standards your boss's organization has for your career objectives.

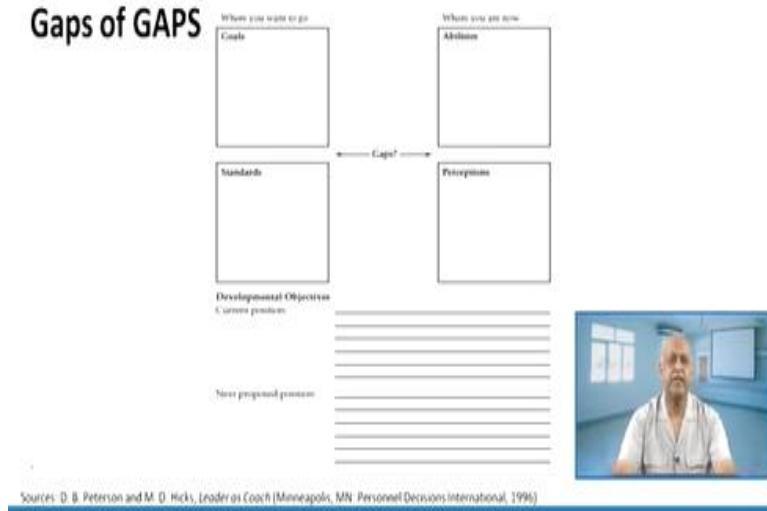
Now I am talking about not your boss and others; I am talking about yourself. So, when you have decided to be the lion for yourself, then definitely like here is the example is given. That is the public speaking, delegation, and coaching skill before you can get promoted, so these are very important. Because unless and until your soft skills are not developed and tuned up. What is important? That is a tune-up.

If you can tune up your skills according to the goal, nobody can stop you from achieving your goal is there. However, your goals are very high, but you are not making developing your ability.

**(Refer Slide Time: 12:56)**

## Identifying and Prioritizing Development Needs:

### Gaps of GAPS



If you do not understand the benchmarking practices, it will not be easy because of those standards, those benchmarking practices that you have to adopt. Then that will be the only developmental process. However, if somebody has high resistance for the development or ability for development, that is to be analysed. Moreover, therefore, in that case, it becomes very, very important is there.

Now we can do here one exercise, and then you can from this slide that you can do it yourself for this particular exercise before I go further slides and help you do this exercise it is better. That is where you want to go and what is your goal. So, please note down what your goal is, what you want to do, and how to reset the goal? The goal should be done based on the self-appraisal. That is, what is my strength and what is my potential?

And then, if this is the goal, we have talked about the abilities that are so. Therefore, I would also like to connect the job description. Because goals in the organization will be a particular job, you have to develop that cache model for that particular job description. So, knowledge attitude skills. So, those abilities which you want to develop. So therefore, in that case, those you identify, identify those abilities.

I usually keep saying to the research scholars that two skills are fundamental if you want to publish in good journals. Your analytical skills and communication skills because why what you

analyse and then how do you communicate your analysis interpretation and that is a discussion part. So, those abilities are to be developed and based on that, nowhere can be the strength and weakness of your perception.

**(Refer Slide Time: 14:58)**

---

### **Identifying and Prioritizing Development Needs: Gaps of GAPS**

- As shown in Figure, the goals and standards quadrants are future oriented; these quadrants ask where you want to go and what your boss or your organization expects of people in these positions.
- The abilities and perceptions quadrants are focused on the present: what strengths and development needs do you currently have, and how are these attributes affecting others? Given what you currently have and where you want to go, what are the gaps in your GAPS?



---

How do you perceive yourself? Because whatever you have identified those particular skills and abilities you want to develop, if your perception is this that is I can I will nobody can stop you. You can merge any time. However, if your belief is this, that is the anyhow, I have just to run my bread and butter, and therefore, I cannot develop that particular skill if that perception is developed.

Goals are not focused, goals are not realistic, then definitely, in that case, you will not be able to reach your goals. So, goals and standards are future-oriented. These quadrants ask where you want to go and what your boss or your organization expects of people in these positions are there. Now that is also what you have to see. Similarly, here I would also like to put the one analogy—an analogy with the family. The family is also expecting specific goals from you.

And then you have to achieve those particular goals, and these goals may be to provide the safety to the family that may be the social support that may be the economic support and therefore, in that case, those abilities to develop putting those standards and then the helping the people

whether you are in the family or whether you are into the organization. So, these abilities and perception quadrants are focused on the present.

Furthermore, what is the future is required and how are these attributes affect the others are there this is also essential. Because please understand that we are not developing ourselves in isolation individually. We are developing with the organization unless and until we do not become part of the organization, there cannot be individual development. Those people who believe that I will develop myself but not contribute to the organization and they are into the illusion that they are blind. Because they cannot understand, they are not able to see.

**(Refer Slide Time: 16:59)**

### Bridging the Gaps: Building a Development Plan

- A gaps-of-the-GAPS analysis helps leadership practitioners identify high priority development needs, but it does not spell out what leaders need to do to meet these needs.
- The specific steps for creating a high-impact development plan are as follows:

#### *Step 1: career and development objectives.*

- Your career objective comes directly from the goals quadrant of the GAPS analysis; it is where you want to be or what you want to be doing in your career a year or so in the future. The development objective comes from your gaps-of-the- GAPS analysis; it should be a high-priority development need pertaining to your career objective.



That is, their development only depends on the organizational development is there. When the individual grows, the organization will also grow, and when the organization grows individual will also grow. So, it is a mutual growth developmental process. So, therefore in that case, what is important is this? That particular goal of identifying these abilities creates the perception of developing these standards to build a developmental plan is there.

So, therefore these practitioners identify high priority development needs are there. Furthermore, I think here is the difference. The difference is the person who decides his goal, and then his priorities and development are there no you see there will be much deviation. There can be social

deviations, economic deviations, and technological deviations, and as a person, he gets involved in these colours when he gets this colourful deviation.

So, his original colours change, so his original goal gets lost somewhere. So, these specific steps create a high impact development plan. The first and foremost is the first is a commitment. Dear friends, commitment for what? Career and developmental objectives. So, therefore your objectives come directly from the goals and give analysis is there. It is where you want to be, what you want to be doing, and that is in the case it is the, first and foremost.

Are you clear? It is what you want to be. Do you know the difference between a job and a career is there? Furthermore, what do you want to do? Now I find many people involved in the job, but they talk about their careers, and I think that is becoming a mismatch or gap. Because the difference between the job and carrier is a carrier is something plus.

(Refer Slide Time: 18:59)

### Bridging the Gaps: Building a Development Plan(Cont.)

**Step 2: criteria for success.** What would it look like if you developed a particular skill, acquired technical expertise, or changed the behavior outlined in your development objective? This can be a difficult step in development planning, particularly with "softer" skills such as listening, managing conflict, or building relationships with others.

**Step 3: action steps.** The focus in the development plan should be on the specific, on-the-job action steps leadership practitioners will take to meet their development need. However, sometimes it is difficult for leaders to think of appropriate on-the-job action steps.



Your knowledge is plus your skills are plus your abilities are plus your habits are plus so therefore in that case when that was bridging the gap of the present and that if you can many people are going to be the minus. Because you get the position by chance many times, sustaining the position and development of that particular position will become a critical issue.

So, therefore, in that case, this goal that roadmap knows it is challenging to work on that roadmap. As I said, you will find the number of squares and then there will be the deviations will be there, and then the person he will deviate then again, he will join then again, he will deviate then again, he will join. So, that journey will be on these gods' blessing only. So, therefore what it looks like if you developed a particular skill requires technical expertise.

Another change in the behaviour in your developmental objective is there, and here you can go through that cognitive dissonance also. Please understand that your attitude might be different, but your behaviour is to be different. Nevertheless, the behaviour supports your developmental goal. So, in the software skills such as listening, managing conflict or the building relationship which I was talking about and that was about this building relationship is there.

So, whenever we have this building relationship, definitely in that case if these relationships we are developing with others, and therefore your cognitive ability is becoming very important. Furthermore, once you decide it is yes, yes, boss, then the action steps will be taken, and therefore in your developmental plan, you are developing the abilities and, on the job, extreme steps which the leader is required to be taken.

Furthermore, therefore, in that case, you match your ability with that particular need of the individual development and the organizational development plan. Furthermore, these are the specific software skills that are the now you see the simple example of managing the conflict. Now in managing conflict, you can compete. Also, I have seen. Most of the time, those who are very fast in developing their career goals are stopped by conflicts.

Because they develop conflicts because they are not ready to wait, and those who do not wait then are not serving the best. So, who will serve the best who waits? So, therefore, in that case, now you see all these issues. That is, the criteria for success are there. Moreover, in that case, now you see that your goal is in your mind, and therefore you are tuning up your soft skills and changing your soft skills.

Furthermore, as I mentioned, yes, you will say so. Is it not a manipulation? No, it is not a manipulation. It is an attitude and cognitive difference, and therefore, in that case, in a given situation, what is required to behave is expected. So therefore, in that case, action steps, it is difficult for leaders to think of the appropriate job action steps. So, whatever the job action steps are there, that has to be developed in the given time.

Moreover, if you can develop that in the given time those action steps you are taking, then in that case, you will be the criteria for success and your action steps, and that will be matching. Now, what are the barriers here? The barriers are the personalities are there, and therefore, when we are talking about the personalities and leadership styles. Then definitely in the; they might be the conflict.

And not only the boss and subordinate, there might be interpersonal conflict, but there might also be the intra personal conflict. So, therefore we want to develop that particular developmental plan many times, and we will be confronted with ourselves. Whether I am going in the right direction and whether I have decided that goal is accurate or not is there, and the dear friends, please believe me.

If you are that GAPS analysis that quadrant, please do not forget that is the goal and abilities and therefore, in that case, the perception which you develop and is based on the strong roots. And then, if it is based on the strong roots, you will be able to implement those particular action plans you are developing for yourself. Now, here again, the action learning will be there.

Please recall that is we have talked about in the leadership also that is you have to match your leadership style with the given follower's maturity level or when in a given situation is there. Contingency theories we have talked about and therefore, in that case, the action steps which you are required to develop then if it is matching with your criteria for success then definitely in that case you will be able to achieve your goal is meeting the standards are there which you have talked about.

Now here also, it is becoming essential that whenever we talk about these action steps are there, it will be the experiential learning is there then if you are doing those steps and then interacting. For example, is the relationship with the boss there, and when you decide that is ok from today, I will try to develop my relationship with the boss. Now you see the interpersonal relationship is based on the two ways.

Therefore, it is less critical and challenging than the intrapersonal relationship.

**(Refer Slide Time: 24:41)**

### Bridging the Gaps: Building a Development Plan(Cont.)

#### *Step 4: whom to involve and when to reassess dates.*

- This step in a development plan involves feedback—whom do you need to get it from, and how often do you need to get it? This step in the development plan is important because it helps keep you on track. Are your efforts being noticed? Do people see any improvement? Are there things you need to do differently? Do you need to refocus your efforts?

#### *Step 5: stretch assignments.*

- When people reflect on when they have learned the most, they often talk about situations where they felt they were in over their heads. These situations stretched their knowledge and skills and often are seen as extremely beneficial to learning.



Moreover, therefore, in that case, if you are going for this particular interpersonal relationship, then it is imperative to whom to involve and where we have that special relationship is this. Now you see in intrapersonal and interpersonal relationships with the bosses that it is becoming essential to get it the from and how often you need to get it from others.

Now here it is it will depend on the others also. This, I think, is a critical situation is there. Whenever we want to achieve our goals, if our goals are dependent on our abilities only, then definitely, in that case, I am sure that most of us will be able to achieve that particular goal. However, whenever we are talking about it, our goals are achievement of our goals that depend on others.

Then definitely, in that case, it will be becoming a very challenging task because to whom do you meet. Are you able to meet the person that is the; with whom you are making the efforts you are making? That has been it is just liking that is whether your dating will be successful or not. So, therefore you will if you are an effort, you are making much effort, but your boss is not noticing it. Then, in that case, how you will be able to achieve your goal?

So therefore, in that case, it is becoming essential and not only with our boss if the people with whom you are working and they are not improving, and there is no improvement then how you can achieve your goal. So, therefore like here, that is team effectiveness. In the team effectiveness together everyone I choose more TEAM that we have talked about in our previous sessions.

So, therefore you need to do it differently. Do you need to refocus your efforts are there? If you are not getting the results, relook it.

**(Refer Slide Time: 26:47)**

---

### Bridging the Gaps: Building a Development Plan(Cont.)

#### *Step 6: resources.*

- Often people find it useful to read a book, attend a course, or watch a recorded program to gain foundational knowledge about a particular development need. These methods generally describe the how-to steps for a particular skill or behavior.

#### *Step 7: reflect with a partner.*

- In accordance with the action-observation- reflection model, people should periodically review their learning and progress with a partner. The identity of the partner is not particularly important as long as you trust his or her opinion and the partner is familiar with your work situation and development plan.



Moreover, when you can relook your resources, I am sure you will be able to identify whether I will be able to achieve that particular goal. Furthermore, therefore, in that case, it is crucial that when you relook, then often you are to see that is what are your resources are there. I want to mention the management resources men, machine, material, money, method, and minutes.

Dear friends, to achieve the goals, these six resources are significant. Do you have enough workforce? Do you have the technology? Do you have money for that? Do you know the methodology? Do you know that is the; whatever this is the method? Do you have enough time? Therefore, in that case, it is bridging the gaps in particular development needs that describe the how to steps for a particular skill or behaviour.

Furthermore, therefore, you will be going for that particular resource. Now here, when we; are reflecting with a partner, I was mentioning. Who is your partner? Your partners should be; your colleagues, subordinates, and boss. So, therefore in that case, what is the reflection with the partner is there. The partner's identity is not particularly important as long as you trust his or her opinion and the partner is familiar with your work situation and development plan is there.

So, therefore you will be lucky enough to get this supporting partner. Partner means, again, that is a superior-subordinate and colleague. So, therefore in your development plan, if your partner is very strong and then it supports you, there will be no problem because there is trust there. Whenever we talk about the coach and the coach and the trainee learner, if there is trust, then definitely that the debt partner is the best partner for your development plan is a concern.

**(Refer Slide Time: 28:40)**

### Five steps of coaching

- The five steps of coaching give leaders both a good road map and a diagnostic model for improving the bench strength of their followers.
- Peterson and Hicks pointed out that this model works particularly well for high performers—individuals who tend to benefit the most from, but are often overlooked by, leaders when coaching.

#### 1. Forging a Partnership

- The first step in informal coaching involves establishing a relationship built on mutual trust and respect with a follower.
- Leaders should have high credibility to build a strong relationship with followers.
- Leaders should develop good listening skill to better understand their follower's career aspirations and motivators.



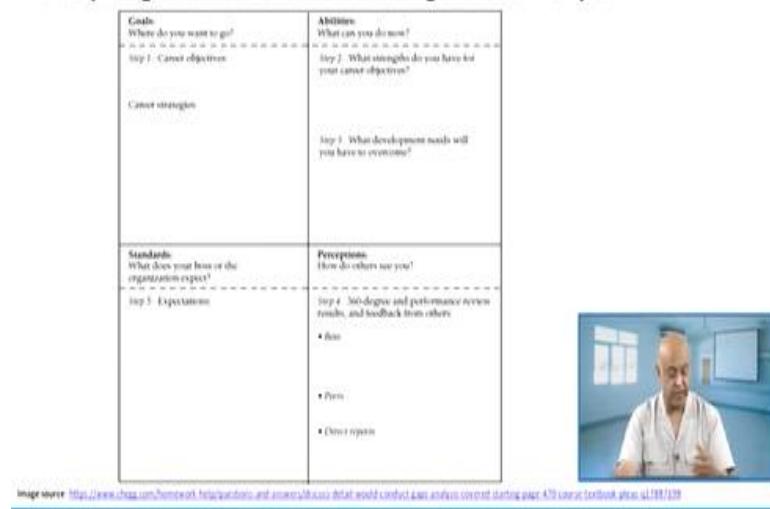
The five coaching steps give leaders a good road map and a diagnostic model for improving their strengths. Furthermore, therefore, Peterson and Hicks have given that model for the high

performers is there, so a forging a partnership is there. Here you see that coaching involves establishing a relationship built on mutual trust and respect with a follower. Moreover, that high credibility to build a strong relationship with the follower is there.

Furthermore, right from this particular course, we are talking about leadership and team effectiveness trust is the factor that builds on the relationship between the leader and the follower. So, good listening skills to better understand their followers' career aspirations and the motivators are there.

**(Refer Slide Time: 29:27)**

## 2. Inspiring Commitment: Conducting a GAPS Analysis



Now here, for example, these carrier objectives are there, and therefore here example is taken as a carrier strategy are there. Moreover, when these carrier strategies are there, the abilities are there. That is the; what development needs will you have to overcome. And then it will be the boss, peers and direct reports as I kept on talking about these and here the standards. The standards are the benchmarking practices.

**(Refer Slide Time: 29:57)**

---

## Five steps of coaching(Cont.)

- In the goals quadrant of the GAPS analysis, the leader should write the coachee's (subordinates) career objectives.
- In the perceptions quadrant, the leader would write how the coachee's behavior affects others.
- One way to gather additional information is to have both the leader and the coachee complete a GAPS analysis independently, and then get together and discuss areas of agreement and disagreement.
- During this discussion the leader and coachee should also do a gaps-of-the-GAPS analysis to identify and prioritize development needs.



Furthermore, in benchmarking practices here, we have to talk about the expectations that have been the part of this particular group or team or the organization's concern. The subordinates' carrier objectives and this process will also help you in 720 degrees at the potential appraisal. So, when the leader should be able to identify the potential. It is not only the performance appraisal; it is the person's ability which the person has and what future he can develop.

So, the additional information will be there both leaders, and the coach employees will be having independently and then get together and discuss whether they have this particular strength and identify the priorities the development needs are there.

(Refer to Slide Time: 30:39)

---

## Five steps of coaching(Cont.)

### 3. Growing Skills: Creating Development and Coaching Plans

- Once the follower's development needs are identified and prioritized, they will need to build development plans to ~~overcome~~ targeted needs.
- The followers show high level of commitment when they are given the opportunity to develop their own plans.
- Once a draft development plan is created, the leader and coach can use the development planning checklist to review the plan.
- In addition to the development plan, leaders must build a coaching plan that outlines the actions they will take to support their coachees' development.



Now the growing skills create the development and coaching plan. Now you see this much part is practically possible, but when you go for the growing skills of many people, they deviate. So, therefore once the development needs are identified now, it is the developer's responsibility. That is the whether they have a high level of commitment at this point; I was trying to mention that is the commitment 100% commitment is required when they are allowed to develop their plans are there.

In addition to the development plan, leaders must build a coaching plan that outlines the actions there. Now you see there is a direction, a straightforward process. So, there is a direction, and the efforts are there. So, the leaders must build a coaching plan and then the follower follow that plan.

**(Refer to Slide Time: 31:33)**

### **Five steps of coaching(Cont.)**

#### **4. Promoting Persistence: Helping Followers Stick to Their Plans**

- Sometimes followers build development plans with great enthusiasm, but then take no further action.
- This step in the coaching process is designed to help followers to manage their irresponsible act.
- A large part of coaching deals with helping the followers stick to their development plans.
- A leader should observe the follower while practicing their objective or may be the job related activity and provide immediate feedback.
- Leaders can also help to promote persistence by capitalizing on coachable moments.



Then definitely nobody can stop achieving success. These promote persistence, helping followers stick to their plans, and therefore, the support given is designed to help followers manage their irresponsible acts. A more significant part of the coaching deals with helping the followers stick to their development plans are there, and that is why you see that is called continuity and consistency.

So, once the plan is developed, like a simple example, early morning, I will get up and go to the stadium. Now get the consistency, the plan is developed, a discussion is done, and then it is

decided that you have to get up early in the morning. However, then in that case, for one week, yes that you're that coaching employee he is ready but next week he finds it raining, the next week he finds it is freezing, next week he finds it is too hot.

So therefore, in that case, promoting persistency that will not be there and but yes, what will bring success. The leaders can also promote persistence by capitalizing on the coachable moment.

**(Refer Slide Time: 32:42)**

### **Five steps of coaching(Cont.)**

#### **5. Transferring Skills: Creating a Learning Environment**

- Tichy and Cohen aptly pointed out that the most successful organizations are those that emphasize the learning and teaching process, so that leaders are created throughout the company.
- Leaders can create learning environments by regularly reviewing their followers' development.
- Perhaps the easiest way to do this is by making leaders and followers development partners; then both parties can provide regular feedback and ongoing support.
- Leaders and followers can also review coaching plans to see what is and is not working and make the necessary adjustments.



So, the little leader must be present during winter, cold, and summer. So, transferring skills and creating a learning environment is there and always we talk about that is the leader's primary responsibility is to create that environment. Because senses, our senses are diverted what we see? What do we eat? What do we touch? Furthermore, therefore, the brain workings based on our senses and then a control mechanism is required.

What has been told by Lord Shri Krishna in Gita? Therefore, in that case, it is the Gyanendra's very important. That is how you get the knowledge and then how you perceive and reflect; if you can control your sensor, you can create that environment. This is required in the environment, so if you put a child into the playground, you put a child into the classroom.

Then definitely, in that case, you will find that particular environment and the way he will get involved in that particular environment. So, therefore it is the to do this is (33:53) by making leaders and followers development partners, and then both parties can provide regular feedback. Now you see the commitment is required from both sides. If the commitment is reduced from the other side nowadays in the old days, it is ok.

However, nowadays, if the commitment is lacking in one partner, the other partner will have a double lack of commitment. So therefore, in that case, review the coaching plans and see when together are there.

**(Refer to Slide Time: 34:21)**

#### **Case study: Once a Company meets its objectives, Can it rest?**

In the early 1990s the Chubb corporation, one of the nations' premiere insurance companies, set very challenging objectives for itself. For example, the property and casualty insurer had set a target of selling 25% of its policies outside united states by 2000. It reached 24% in 1995. Rather than slow down, Chubb management felt the only response was to increase the difficulty of its objectives.

Chubb had correctly forecasted an increasing trend toward internationalization; companies were already looking across boarders for new market and new suppliers so they were also likely to look overseas for their insurance. Chubb wanted to be there when international companies came looking..

Part of Chubb's strategy to achieve international business success was to position itself as the insurance firm that bets understood global business.



And then, I am sure, but while developing these GAPS analyses. So, therefore identifying your goals and developing the ability to get the coach. When we are talking about leadership and team effectiveness, you see. It is a coach's role when the coach is playing a leadership role and providing that environment to develop the skills identifying the potential abilities are identified, the perception is positive, and the standards are developed.

And then working on those standards and giving the direction, I am sure that with the help of these gaps, one will be able to achieve the goals. Moreover, these are particular supporting study materials.

**(Refer Slide Time: 35:03)**

### Case study: Once a Company meets its objectives, Can it rest?

Worth magazines' Readers choice' survey named Chubb the top pick for homeowners' insurance.

Given Chubb's track record for success, it would seem that setting More difficult objectives would be in order. Yet Chubb's management might wonder, could Chubb continue to meet all its challenging goals, or at some point would it falter? Was now a time for Chubb to slow down, or should it push on?

#### Questions

1. In what ways does Chubb's behavior reveal a well thought out planning process?
2. What risks might Chubb face if it continues to push for more difficult objectives.
3. Should Chubb push for higher levels of internationals revenues in its next round of objective setting?



This is the case study.

(Refer Slide Time: 35:04)

### Research Paper



Journal of Management  
Development  
Vol. 35 No. 7, 2017  
pp. 930-939  
© Emerald Publishing Limited  
0882-1711  
DOI 10.1108/JMD-06-2016-0092

### The impact of leadership coaching on leadership behaviors

Erica L. Anthony

Department of Business Administration, Morgan State University,  
Baltimore, Maryland, USA

Received 11 June 2016  
Revised 8 December 2016  
Accepted 9 December 2016

#### Purpose

Given the huge national and corporate investment in developing management and leadership capability, questions about the effectiveness of such development activities are valid, necessary and urgent. This paper aims to examine this issue.



This is the research paper coaching on leadership behaviour.

(Refer Slide Time: 35:08)

### **Design/methodology/approach**

There were 1,000 respondents consisting of matched pairs of HR managers and line managers drawn from 500 organizations. The survey was carried out using archive data collected in 1996, 2000 and 2004.

### **Findings**

The report provides evidence demonstrating how management and leadership development works when it is: a clear organizational priority with employers taking responsibility; linked to business strategy with established processes and frameworks; designed to build relevant competences and behaviors; and focused on long-term tenure of employees.



**(Refer Slide Time: 35:09)**

### **Book Recommendation**

**Career Planning, Development, and Management: An Annotated Bibliography**

**Authors:** Jonathan P. West

**Publisher:** Routledge; 1st edition (20 November 2018)

**Language:** English

**Paperback :** 328 pages

**ISBN-10 :** 1138629936

**ISBN-13 :** 978-1138629936



<https://www.amazon.in/Career-Planning-Development-Management/dp/1138629936>

Furthermore, this is about the book refers to career planning, development and management.

**(Refer to Slide Time: 35:14)**

## Book Recommendation

Substantial literature has emerged on the subject of career planning, development, and management. Academic research by economists, educators, political scientists, psychologists, and sociologists has made the study of careers in organizations an important interdisciplinary focus in the social sciences. This proliferation of materials has resulted from a growing concern with such career issues as quality of life, job opportunities for minorities and women, economic downturns, career mobility, and the changing success ethic. This annotated bibliography, first published in 1983, seeks to bring together in a single volume significant academic research from various disciplines.



(Refer to Slide Time: 35:14)

## References

- Cook, P. (2006), "Management and leadership development: making it work", Industrial and Commercial Training, Vol. 38 No. 1, pp. 49-52.  
<https://doi.org/10.1108/00197850610646052>
- Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (2015). Leadership: Enhancing the Lessons of Experience (8th Edition). McGraw Hill.
- Robbins, S. P., Judge, T. A., & Vohra, N. (2016). Organizational Behavior (16th Edition). Pearson Education Inc.



Moreover, these are the references which you can refer to. So, this is all about the GAPS analysis to develop relationships and effective team building by a leader. Thank you.

**Leadership and Team Effectiveness**  
**Prof. Santhosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology, Roorkee**

**Lecture - 51**  
**Coaching and Mentoring**

As seen in the previous session, coaching and its role in the goal, abilities, standards, and perceptions are important. The question arises that whenever we are talking about effective leadership or team effectiveness, we have to understand how this coaching is applied. So, the Grow coaching model and the Stepppa model are there.

**(Refer to Slide Time: 01:11)**

**Contents**

- Coaching and Its application
- The GROW Coaching Model
- The STEPPA Model
- How to Become a Better Coach
- Mentoring and Its Feature/process
- Mentoring Techniques or Models
- Merits and Demerits of Mentoring
- Coaching Vs Mentoring Vs Training
- 6 Things Great Mentors Do Differently
- Case Study
- Research Paper
- Book Recommendation
- References



64

Then how to become a better coach, mentoring in its features/process, mentoring techniques or the models, merits and demerits of mentoring, coaching Vs mentoring Vs training, and six things great mentors do differently. We will discuss the case studies, research papers and book recommendations in this particular session.

**(Refer Slide Time: 01:18)**

## Coaching

- Coaching is a process that is designed to assist motivated individuals in making changes to further their professional development.
- Coaching in a business environment is a training method in which a more experienced or skilled individual provides an employee with advice and guidance intended to help develop the individual's skills, performance and career.
- Coaching is a commonly used method of employee development that has generated positive business outcomes.

<https://www.slc-coaching.com/wp-content/uploads/2019/04/Human-Resource-Management-Systems-Banner-770x420.jpg>



65

Now the coach, so, in that case, we would like to take the example of three coaches and the mentors. So, we will decide whether they were only coaches or only mentors or coaches and mentors. So, Lord Krishna and Arjuna, similarly, we will see Chanakya and Chandragupta, and then we will talk about the Dronacharier and Ekalaiva. So, in between, we will take them as an example.

So, therefore it is designed to assist motivated individuals. Now you see, every word is to be carefully understood. Now motivated because many times we create this particular perception that the coaching is not giving any result or why coaching is giving not that many results what we are expecting even after whether the learner has given the 100% or the coach has given the 100% but why then there are not the results as they should be.

So, these are individuals whose motivation level is becoming very important is there. Furthermore, it is a training method in which a more experienced or skilled individual provides an employee with advice and guidance intended to develop individual skills, performance and career. Now you see even the experienced person when he is sharing simple example I would like to give about in the management institutes you find that is we invite the speakers right and those speakers highly experience.

And then they give the advice and guidance to these MBA graduates, and that is how they can proceed, you know, for their further career development or their job performances right.

(Refer Slide Time: 03:18)

## Coaching Applications

Coaching can be an effective tool in meeting numerous organizational needs:

- ❖ **EXECUTIVE DEVELOPMENT**
  - COACHING is also useful for developing high-potential prospects for purposes of succession planning.
- ❖ **MANAGEMENT DEVELOPMENT**
  - Supervisors and managers are on the front lines of organizational performance and need to develop skills to motivate collective effort.
- ❖ **DEVELOPMENT FOR HR PROFESSIONALS**
  - Coaching can be an important developmental approach for HR professionals.



SWAYAM

So therefore, in that case, it is essential that whenever we talk about this coaching, the motivated learners are required, and the person sharing that particular experience and knowledge that is becoming a and providing the guidance right plays a critical role. So, there are high potential prospects for succession planning in this executive development.

Moreover, when we see it, that is the always talk about it. Now we have just talked about the goals right, and then the goals and then the there will be the hierarchical organization structure is there, and from that organization structure, everybody wants to go up next level and therefore that particular that succession planning. So, when that person goes up to the next level, either he can perform or is not able to perform.

Because we often see that the people are getting the opportunity to perform, but they fail to perform. Furthermore, there was a high motivation for that particular goal right, and then despite that high motivation, when the goal is achieved, the sustainability of the goal right is becoming challenging. Moreover, in that case, this management development program helps achieve and make it sustainable.

So therefore, developing the skills to motivate the collective efforts are required. Moreover, now this collective, collective means that is about from that particular mentor and mentee or the coach and the learners and therefore that motivation is high motivation is required and here is the role of the HR professionals are there. Now here, I will not say that it is the HR department's right. The HR professionals are the HR professionals, whether finance, marketing, operations, or IT.

(Refer Slide Time: 05:18)

### Coaching Applications(Cont.)

- ❖ DIVERSITY, EQUITY AND INCLUSION COACHING
  - Coaching can also be an effective tool to support an organization's diversity, equity and inclusion initiatives, although organizations must take care that such efforts do not amount to unlawful discrimination.
- ❖ CROSS-CULTURAL COACHING
  - As the business world continues to evolve in a global marketplace, executive coaching takes on a new dimension: cross-cultural perspectives.
- ❖ HEALTH COACHING
  - In this age of consumer-directed health care, health coaching is taking on a more prominent role in educating and empowering employees to make smart health care purchasing decisions—and smarter decisions about their own health.

  
<https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/coachinginabusinessenvironment.aspx>

67

However, the person is very good at HR skills. So, a finance manager can also be an outstanding into as an hr professional right a marketing person can also be suitable as an HR professional is there. So, therefore that support. You might not be from the hr, but if you are working in another vertical and then in that vertical, the boss supreme boss has that coaching approach. Now you see that to be a coach also requires a specific ability, right.

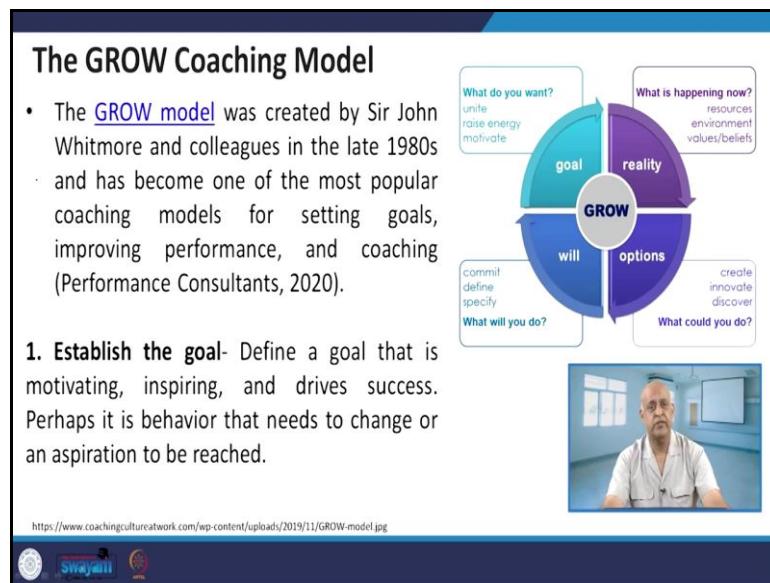
And then in that case on those coaches, they are becoming the world-famous coaches, and they are becoming because they are developing the ability to develop right so, that talent right. So, therefore, in that case, it is the initiative, although the organization must ensure that such efforts do not amount to unlawful discrimination. Now you see every model, theory, concept, every practice. Every society has advantages and disadvantages, plus-minus strengths and weaknesses.

So, therefore when the coach is in the position, he should be very judicious. If he is not judicious, he may be involved in unlawful discrimination. As a result, the organization will suffer. So,

cross-cultural coaching is fundamental is there. Nowadays, we talk about the global, not the global I will not talk about the global marketplace. I will talk about it in the Indian context; I would like to say it is a global market in today's context.

Furthermore, therefore, when; we are to do the business globally by remaining locally and therefore for our country right. So, therefore, in that case, we have to understand the culture of other countries, but simultaneously we have to be strong in caring about our culture.

(Refer Slide Time: 07:18)



So, therefore when we are working on the cross-cultural aspects of interacting with other cultures and carrying out our Indian culture, it becomes essential that we become the global coaches right. From this book, we have taken this particular model that is the Grow coaching model is correct. So, therefore in that case again, every leader and team's effectiveness depends on the goal of what is the goal is there.

And then there is a reality is there, and then there is an option, and there is a will there motivation is there right. So this was created by Sir John Wetmore and their colleagues in the late 1980s and has become one of the most famous coaching models for setting goals. Furthermore, whenever we talk about what you want like we have just talked about in the previous session and about the goals, right.

So, then we talk about the gaps. So, that is the end goals and the abilities, perception, and standards. So, ultimately, what motivates a person establishes the goal right and defines the goal. You often see we ask the people who design your goal and are not very comfortable designing their goal, why? Because it was easy, they led the life the way it was going.

Are they not severe? They are serious about life, but they do not know right because nobody has motivated or inspired them that is the what they were to design and develop a particular goal is to be there.

### (Refer Slide Time: 09:18)

**2. Examine the reality**

- Understand where the client is now and identify any barriers that are causing issues. Then recognize strengths, qualities, and resources that may help.

**3. Explore the options**

- Consider the options for moving forward. Challenge the individual or group with imaginative coaching questions.

**4. Establish the will**

- Now that we have a list of options, agree on the actions, timing, accountability, and reporting. The client must commit to what they will do *next*.

**GROW model** is incredibly powerful, but only if the coach ensures:

- 1.that the goal is genuinely inspiring,
- 2.that the client considers the present before looking at the options, and
- 3.that they fully commit.

<https://positivepsychology.com/coaching-models/>



69

Now you know you will find it is the how the person will be able to identify that is my goal what should be my goal. The first and foremost question to the guru mentor coach will be what should be my goal, right. So, that fixation of the goal, as we have talked about in the gaps also, there is a fixation of goals will be on the mutual discussion right. Here I would also like to add one more dimension, and it is about happiness.

So, therefore the goals are not to be achieved with many confrontations, many sacrifices if a lot of sacrifices and many confrontations are there. So, even when you achieve the goal, you will be empty hands, and therefore we have to understand the reality and examine the reality right. Moreover, they are causing issues recognizing the strain's qualities and resources that may help. That is what I hope, right.

Therefore, there will be several options and options for moving the challenge. The individuals are a group with the imaginative questions coaching questions will be there that we will see further in this discussion. Then the establish the wheel is there. Now that we have a list of options agree on the actions that are the what. So, I would like to give my example like I was in an industry, and then there was a question of the goal.

And then the answer was academics, and then I shifted to academics when I got the opportunity of academics. So, I inquired about myself within myself right, and therefore, the answer is that I want my goal to be an academician, so I tend to be the academician. So, the 26 years back.

**(Refer Slide Time: 11:18)**

### The STEPPPA Model

- STEPPPA (2003) is a coaching and mentoring model developed by world-renowned coach and instructor, Dr. Angus McLeod. It acts as a process by which the context and emotion of a situation or issue can be used to define and act towards new goals.
- STEPPPA is primarily utilized as a technique when there are difficult emotions in play which need to be overcome.

The diagram illustrates the STEPPPA model as a sequential process. It starts with 'S' (Subject) at the top, followed by 'T' (Target), 'E' (Emotion), 'P' (Perception), 'P' (Plan), 'P' (Pace), and 'A' (Action) at the bottom. Each step is represented by a red square with a white letter, connected by a pink arrow pointing downwards, forming a staircase pattern.

A video thumbnail shows a man with grey hair, wearing a light-colored shirt, sitting in front of a blue wall with a window. He appears to be speaking, likely discussing the STEPPPA model.

[https://www.businessballs.com/pluginfile.php/22735/mod\\_accelerate/attachments/767/Screenshot%202018-11-07%20at%2015.38.33.png](https://www.businessballs.com/pluginfile.php/22735/mod_accelerate/attachments/767/Screenshot%202018-11-07%20at%2015.38.33.png)

70

So therefore, in that case, it becomes very, very important that is the whenever you are deciding about your these goals. And then identifying that is what is the reality is there and then, in that case, it is the what opportunities are options are available to you and based on those options. So, you take the actions that are there. Similarly, there was another model introduced in 2003 by this Stepppa.

There is a coaching and mentoring model developed, and therefore it talks about the subject's target emotions perception plan, pace, and activity. Furthermore, Doctor Angus Maclaur acts as a

process by which the context and emotion of situational issues can be used to define an act toward the new goals. Now here I would like to have your attention on the new goals.

Now because you see that is the goals, and then last time I have discussed these are the realistic and then flexible also. So, when you start your journey and then in the middle of the journey, you find that you are to uplift your goal right, and therefore there will be the new goals will be there. So, therefore this Stepppa is the subject and target emotions perception plan peace, and the action this primary utilizes is a technique when there are the problematic emotions in play which need to be the overcome.

Furthermore, the person that a person has to decide how further he wants to go to achieve this particular goal and, therefore, this particular model that will help right. So, when we talk about the Grow, that is a growing reality and option. So, therefore naturally, we can also develop that is the; what will be our goal we want to achieve.

**(Refer to Slide Time: 13:22)**

### The STEPPPA Model(cont.)

**Subject-** The starting point of the coaching session will be to identify and understand the subject and context of the discussion.

**Target Identification-** At this stage in the process, the coachee is encouraged to establish an attainable target or outcome, following the SMART (Specific, Measurable, Accurate, Realistic and Timely) template for goal-setting.

**Emotion**

No decision is entirely objective - emotions are one of our most important motivators, but yet are often neglected by mentors when it comes to aiding their mentees to make important decisions.



71

The first and foremost step in this Stepppa model is about the subject; what does the subject mean? Subject means the starting point of the coaching session will be to identify and understand the subject and context of the discussion is there. A simple example I would like to give is that the goal is to achieve a specific target right. Furthermore, therefore, the target may be verifiable or non-verified, measurable or non-measurable.

For example, I want to achieve a particular position within this period right. So, therefore then it will be measurable, that is, whether you achieve your particular goal. In India, typically, you see that is the age whenever we talk about the goal the people link with the age is there that by this particular age I will be there. The people link with the money that I, by the time of my retirement, this much money I will have.

So therefore, in that case, it is the subject in the context of the discussion and from individual to individual, and then that will be decided based on what the person wants right. So, therefore in their target identification is there; as I mentioned, it is a target that one person wants to achieve. So, an attainable, realistic target is to follow this specific measurable, accurate, realistically and timely is that there is a smart is there.

So, the goal has to be specific; it has to be measurable. It has to be accurate, realistic and timely when the template for the goal setting is there. Here another essential aspect is that the emotions are there; they know what drives a person; it is a motivation, and therefore that particular motivation the motivator that will be decided is the how the person will going by this to achieve this goal on this particular journey.

**(Refer to Slide Time: 15:20)**

### The STEPPA Model(Cont.)

**Perception-** Perception refers to the understanding of the wider context of the mentee's situation and goals – how it will impact the grand scheme of things, how it will impact other people's emotions and goals, and how it will open doors for the next stage of progress.

**Plan-** Once a target and overall path are initially decided upon, it is necessary to develop and systematically organise the first steps along said path.

**Pace-** The pace of the plan should be decided through setting timescales and deadlines for the completion of each individual task within.

#### Action/Amend

The entire STEPPA process should be reviewed, including each individual decision that has been made.



<https://www.businessballs.com/coaching-and-mentoring/steppa-model/>

Now, this perception refers to understanding the broader context of the mentee situation, and the goal is there. That is how he perceives things is there it impacts other people's emotions. Now you see, especially in an Indian context, that is the social development society deals with development in the society, and that carries many emotions. So, right from childhood, you should take your parents' responsibility.

You understand it is one of your goals to run the family with this, take care of the parents, and maintain this unique relationship in society. So, that is becoming it will open the always there is that emotions that will play no people talk about that is even the young generation the current generation can carry those particular goals and emotions are not.

So, this is the perception of the individual is there, and it will impact the other people's emotions and goals; as I was giving the example of the family similarly will be it will be an example for the organization also. That is, the weather that particular subordinate and the special relationship is there how it will impact these emotions of the each other and then it will be an open door for the next stage of the progress is there.

Furthermore, if it matches that superior-subordinate relationship is good. So, the progress door will be open. Now, whenever we are talking about the plan. So, once your goal is decided, you are emotionally connected, you perceive that yes, I will be able to it is realistic also achievable then definitely, in that case, you will decide that is the necessary development systematically organized the first steps along the set path is there.

Now the pace of the plan should be decided by setting time scales and deadlines for the completion of each task within.

**(Refer Slide Time: 17:18)**

## How to Become a Better Coach

Here are three ways to become a better coach to your team and to yourself:

### 1. Become a better listener

Employees who feel their voice is heard are 4.6 times more likely to feel empowered to do their best work, according to this Salesforce survey featured in [Forbes](#). Listening is the often-forgotten skill that managers lack.

**2. Reject a Premise, Get a Promise:** We all have a premise, if you will, that reflects how we see the world. That premise (also called a perspective, or point of view) is the reason we move forward, or stay stuck. [Coaches challenge the premise, with the words of Nelson Mandela: "It seems impossible, until it's done."](#)



73

For example, at the age of 45, I want to be the CEO then definitely, in that case, that pace with the given time that you have to decide whether you can achieve. So, the theory was that becoming a better course for your team and becoming a better listener is right. So, therefore employees who feel their voice is heard are 4.6 times more likely to feel empowered to do their best work; according to this, the sales force survey featured in this is there.

Listening is the often forgotten skill that manages lack. Now you see the person who is in the position now. So, he might have a rich experience, and therefore, the person who is listening in that case, that mentee, is there when he is not that experienced. So, therefore the experienced coach feels that he has better exposure, and therefore, whatever the learner raises, the issues are not realistic.

So, in that case, these listening problems may be there by the coach. Reject a premise, get a promise; we all have a premise, if you will, that reflects how we see the world, and that premise, also called a perspective point of view, is the reason we move towards or stay stuck. So, therefore the coach challenges the premise with the words of Nelson Mandela; it seems impossible until it is done.

A very motivating statement is there, right. Moreover, in that case, it depends on that particular person what is your premises what is your promise to yourself. Now can we extend the

premises? Yes, we extend the boundaries, right, and we extend emotional boundaries that we can extend, and when we extend the emotional boundaries, that is becoming the promise.

(Refer to Slide Time: 19:20)

### How to Become a Better Coach(Cont.)

**3. Safety and the Biggest Promise You Can Keep**

- Can you listen to your employees or clients without judgement, no matter what comes out of their mouths? That's tricky! The impulse to correct, fix and change is a strong one in effective managers.

**Some other coaching skills for managers**

1. Asking questions
2. Active listening
3. Growth mindset
4. Career development
5. Self-improvement



[https://www.forbes.com/sites/chriswestfall/2019/07/04/coaching-matters-how-leaders-become-better-coaches-build-stronger-teams/?sh\\_3d229902405e](https://www.forbes.com/sites/chriswestfall/2019/07/04/coaching-matters-how-leaders-become-better-coaches-build-stronger-teams/?sh_3d229902405e)

<https://www.culturecamp.com/blog/coaching-vs-managing-5-key-tactics-for-managers>

So therefore, in that case, it is whatever we want to do, the role of emotions and motivations that play a critical role, so what is this ft and the most significant promise you can keep is to without judgment no matter what comes out of their mouths suitable. So, therefore many times, you see other people forget about the difference between the criticism and the feedback. So, no matter what comes out of their mouths, right? No issue is there.

However, the impulse to correct, fix, and change is substantial for ineffective managers. Now somebody is criticizing you. So, how will you respond, right? So, therefore there are two hours to react and respond. Suppose you react to that, then you do not have that effective managerial ship. To have an effective managerial ship, your maturity is to digest that particular criticism, and based on that criticism; you are supposed to take the corrective actions.

When you take the corrective actions, then definitely your impulse to correctives punishment I can punish I can correct what is your thought what you want whether you want to punish others or you want to correct others because things have been gone wrong that I agree. However, the question arises of what your approach is; therefore, the coach should have that that is the corrective actions required.

Some of the coaching skills for managers are asking questions; active listening is their growth mindset is, career development is there, and self-improvement is there, and therefore you see, it is a part of the personality and when in the past part of the personality and the person's mindset. Now you see a critical point: some people are coached because of their bread and butter. Because they had those mark sheets with them, they had those certificates. So, they compete, and nobody can bid on their markets, and therefore they become the coach.

(Refer to Slide Time: 21:22)

## Mentoring

- Mentoring is a relationship in which a senior manager in an organization assumes the responsibility for grooming a junior person.
- Mentoring is a reciprocal and collaborative at-will relationship that most often occurs between a senior and junior employee for the purpose of the mentee's growth, learning, and career development.
- Mentoring can be formal and Informal.

<https://eg.worldbankgroup.org/blog/role-mentoring-growing-next-generation-evaluators>



75

Another critical point is this that is the because of that growth mindset because of the soft skills because of their perceptions, and they are leading now as a coach is there right. So, therefore what from these models, we have understood whether it is a Steppa or the Grow is there. Furthermore, what we understood that is required is that it is required to develop the soft skills also so that we can have proper listening and then develop the individuals.

Now we will move to another concept: the coaching is there. So, mentoring is a relationship in which a senior manager assumes the grooming engineer's responsibility. Moreover, therefore I was giving the examples of the Krishna and Arjuna and Chanakya and Chandragupta and Dronachariar and Ekalaiva. So, therefore now it is not only coaching but also a mentoring right.

So, that is a grooming of the personality that plays a vital role because the coaching restricts the development of those particular abilities. However, when you are clubbing, the coaching with the mentoring is there. So, you are developing the overall personality. So, it is not only the knowledge and skills but also the attitude and behaviour that the person perceives from his mentor.

So, mentoring is reciprocal and collaborative will relationship at-will relationship a beautiful word has been used here that is the at-will relationship is there right. So, they have a collaborative at-will is there. Dear friends, whenever we talk about this Steppa of these the mentoring process Chanaki Chandragupta and Sri Krishna, Arjuna, Dronachariar and Ekalaiva right. So therefore, in that case, the motivation level that becomes very important is there.

Moreover, that most often occurs between a senior indigenous employee for the mentee's growth and learning and career development.

**(Refer Slide Time: 23:22)**

### The Important Features/Processes of Mentoring

**Career Functions:** Career functions are those aspects of relationship that enhance career advancement. These includes:

- ❖ Sponsorship
- ❖ Exposure and visibility
- ❖ Coaching
- ❖ Protection
- ❖ Challenging assignments

**Psychological Function**

- ❖ Role Modelling
- ❖ Acceptance and Confirmation
- ❖ Counselling



76

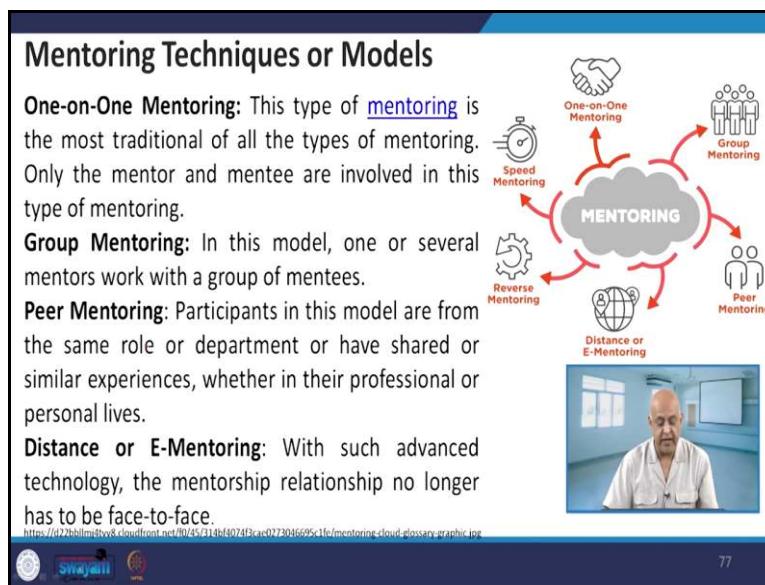
So, these are in the organization's context, but we can see the analogy with our established mentors is there. Now the career functions non-career advancement is that is sponsorship is there the exposure, the visibility is there coaching protection, and the challenging assignments are there. Now, you see, this is a professional role because these are functions that the position of that organization has used.

Now you see that is many times who are the mentors, CEOs are the mentors and who is the mentee? A mentee is just a graduate; does the postgraduate passed person is the mentee is there. Now the question arises: how coaching will be done by such a busy person right for that particular refreshment is there. So, therefore what is required is that the coach should be easily accessible.

Moreover, therefore then, it is not only the knowledge and experience but also the ability to connect with the mentee. The psychological functions of role modelling are that acceptance and confirmation are there, and counselling is essential. So, therefore, in that case, that mentee looks at the role model as the mentor that one day I will be like this right, and that motivates a person.

So, therefore if the mentee when is attached to a mentor and finds that he is my mentor, he is highly frustrated and not happy, and then he is saying why you are coming to this particular role and all this thing. So, how he can be the role modelling and the person is learning under that particular mentor right. So, this is a big challenge is there.

**(Refer Slide Time: 25:22)**



Furthermore, in that case, we have to understand that that relationship and fixing the mentor's mental relationship is becoming significant. Now here it is the mentoring the one on one mentoring is there, and therefore this the mentoring is the most traditional of all the types of

mentoring is; there only the mentor and mentee involved in this type of mentoring is there, and therefore, in that case, I think that is the this is becoming a very, very important process of mentoring right.

So, mentoring is there when but if it shifted to the group. Now one or several mentors work with a group of mentees are there, and then, in that case, it will be a more complex mentoring because then you have to identify the CEO in that particular group. Therefore, several mentees are there, and then you have to find out who is the right mentee because that one-to-one mentee relationship that will develop by selecting from this group mentoring is there.

So, for the whole group, if they are going through the process, it is a group process, not one-to-one mentoring. So, peer mentoring is there the same role or department or has shared similar experiences and whether in their professional or personal lives are there. Furthermore, typically what do the people do? People compare themselves with the contemporary their peers and therefore the peer learning is becoming very important.

So, therefore in many times, they develop positive strength, develop that special relationship with their peers, and learn from each other. So, peer learning that is becoming very, very important simple example is in the school days, you find that your friends are there, the schoolmates are there, and they are learning from each other because there is no ego. There is no hesitation. That is how I can learn from my pair itself, right. So therefore, in that case, peer mentoring that is becoming very important is there.

**(Refer Slide Time: 27:33)**

## Mentoring Techniques or Models(Cont.)

**Speed Mentoring:** This type of mentoring is a play on speed dating and usually occurs as part of a corporate event or conference. The mentee has a series of one-on-one conversations with a set of different mentors and usually moves from one mentor to the next after a brief meeting.

**Reverse Mentoring:** This mentoring relationship is flipped from the traditional model. Instead of a senior professional mentoring a more junior employee, the junior employee mentors a more senior professional. This relationship is usually for the younger or more junior professional to teach the skills or a new application or technology to the more senior one.

<https://www.td.org/talent-development-glossary-terms/what-is-mentoring>



78

Now when you are talking about the mentoring techniques of the models, speed mentoring is there, and speed dating usually occurs as a part of the corporate event or the conference is right. Moreover, that is why now this participation in the conference. So, when you talk about peer mentoring, is there right. So, therefore in that case, if you give the mentee a series of one-on-one conversation with a set of different mentors and usually moves from one mentor to the next after a brief meeting is there.

So, therefore these conferences have this importance. Often, you find it is for the recess scholars that publication of the papers is compulsory. Moreover, in that case, it is even seen there is a wish conferences they have attended because when they attend the conference, they see the number of mentors. They interact with them or even the person they do not interact with. They find that there are mentors who are giving them different messages.

Moreover, when he returns from the conference, he has collective wisdom. Reverse mentoring is there whenever we are talking; recently, I conducted one training program on reverse mentoring for one PSU. Furthermore, therefore, in that case, the senior professionals mentoring a major junior employ junior employment as a more senior professional.

Furthermore, it is common nowadays in the area of technology is concerned. Therefore, the senior executives do not know how to operate or understand many softwares or technological

aspects, and the juniors who are joined to them have much better knowledge than the seniors, and therefore, they give the training to them. For the younger or more junior professionals to teach the skills or the new application or technology to the more senior one is there, and therefore, the reverse mentoring is there.

**(Refer Slide Time: 29:22)**

Merits and Demerits of Mentoring	
Merits	Demerits
There is an excellent opportunity to learn.	It may creates feeling of jealousy among quickly through continuous interaction. Other workers who are not able to show equally good performance.
Constant guidance helps the mentee advantage.	If mentor form overly strong bonds with to be on track, using facilities to good trainees, unwanted favouritism may result. This can have a demoralizing effect on other workers, affecting their work performance in a negative way.

<http://www.expertsmind.com/topic/mentoring/merits-and-demerits-of-mentoring-94136.aspx>



Now the merits and demerits of mentoring are an excellent opportunity to learn. It may create feelings of jealousy quickly through continuous interaction, and other workers who cannot show equally good performance are there, and therefore, in that case, it is always. However, I feel that it is an excellent opportunity to learn. Moreover, now because of this type of feelings at the learning stage at the beginning of the stage, this may be there.

However, with a period, this can be balanced and then they understand that mutual learning is there. So, it will make it will not go during the process of man after mentoring it may go up to a certain extent but I do not think that is in the process of the mentoring if the mentor is capable enough he will control on this type of the issues, and the team building will be developed. So, through continuous interaction, people cannot show equally good performances there.

So, here then peer mentoring, we have talked about appearance mentoring. So therefore, in that case, I would this demerit that can be compensated by the peer mentoring is there. Constant guidance helps the mentee's advantage, is there right. So therefore, in that case, the mentor is

always available. From overly strong bonds with beyond track using facilities to good trainees, unwanted favouritism may result.

So, if he has a powerful bond with a particular mentee, then definitely, the more benefits will be given to him. This can have a demoralizing effect on other workers and negatively affect their work performance. So, therefore in that case, what happens often is like relationships. So, therefore the relationships, whether it is the blood relationships or the mental relationship, are there.

**(Refer to Slide Time: 31:22)**

Coaching Vs Mentoring		
Basis	Coaching	Mentoring
Meaning	Coaching is mostly based on the present as the goals set by a coach are based on things you can do at present.	A mentor can be your father, mother, a friend or a person who is more experienced than you at a particular thing.
Orientation	Task	Relationship
Emphasis on	Performance	Career
Time Horizon	Short Term	Long Term
Specialization	A coach who imparts coaching has expertise in the concerned field.	A mentor is a person having good knowledge and experience.
Type	Formal	Informal

<https://keydifferences.com/difference-between-coaching-and-mentoring.html>



If it is developed, then that will be the demerit. So, the meaning is that coaching is mainly based on the present at the goal set by a coach or based on things you can do at present. The mentor can be your father, mother or friend or a person who is more experienced than you at a particular thing is there right. So therefore, in that case, the coaching is coming more towards professional skills development.

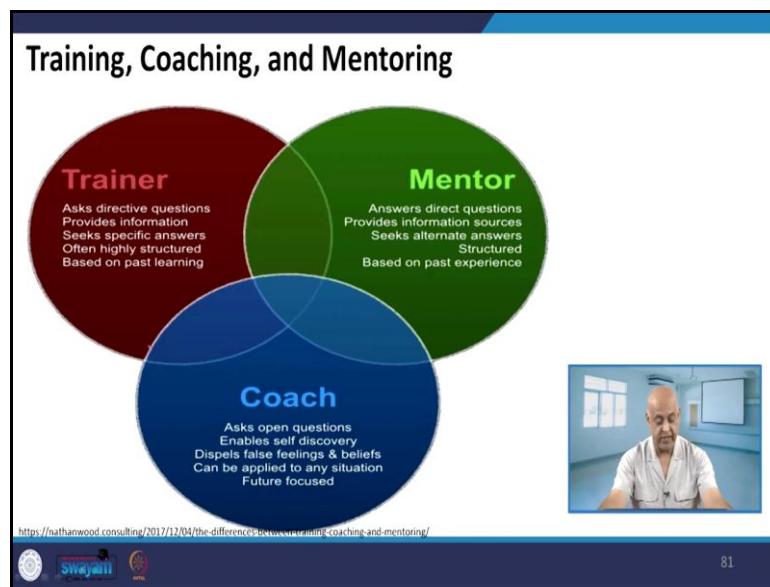
While the mentoring is done, it is more towards the social responsibility orientation is the particular task in the coaching it is the mentoring that is the relationship between the mentor and mentee is essential. Emphasizing the coaching is on the performance because he has to deliver the task and achieve the goals, while mentoring is about the career there is a growth, growth, and development.

Furthermore, the time horizon is the short term mentoring is for the long term is there. Specialization: A coach who imparts coaching has expertise in the field mentor's concern and has good knowledge and experience. So, therefore the coaching is becoming a more formal relationship with the learner, while when talking about the mentoring, it is becoming the more informal relation informal type of the mentoring because that is a relationship is developed.

Moreover, it is not just for the one time is there in the coaching; it is the one time the that the learner is developing the relationship and then he has that particular task is accomplished and then the there will be the no relationship is there but in the case of the mentoring, but the coach can be mentor also, and mentor can be the coach also right. So, therefore please understand that it is not in isolation that one is the coach. Another is mentor right.

So, one can be the coach inventor both also and, therefore, ah. So, what will happen is that the merits of both will be applicable, and the demand of one that the merit of the other will compensate is concerned.

**(Refer to Slide Time: 33:22)**



So, training coaching and mentoring are concerned that asking directive questions provides information specific answers that are often highly structured. The mentor is the direct questions, provides the information sources and seeks that alternate answers structured based on the past

experiences. Ask open questions to enable self-discovery to dispel false feelings and beliefs that can be applied to any situation that is the future focused.

(Refer to Slide Time: 33:51)

## 6 Things Great Mentors Do Differently

The following six factors that set great mentors apart:

- 1. Great mentors take action-**Good mentors should believe in their mentees enough to take risks for them.
- 2. Great mentors present challenges.**  
Great mentors invest in the success of their mentees and, often, that means pushing them beyond their expectations.
- 3. Great mentors are "emotionally intelligent."**- Emotional intelligence requires being open-minded and inquisitive, listening well and reading body language correctly.



82

Six things the great mentors do differently is that good mentors should believe in their mentees enough to take the risk for the right. Furthermore, in that case, this is the very important point that the mentees can also take the risk for them. Great mentors present challenges and success to their mentees, which often means pushing them beyond their expectations. So, if you remember, we talked about the premises. We have talked about the promises we will talk about that are the emotional premises.

So, therefore the great mentor, what he does, he extends those premises. So, if the person believes that no one can go up to this extent, only then does he extend the good mentor extends him beyond the boundaries that have been created by the mentee oneself. The great mentors are emotionally intelligent. So, therefore open-minded and inquisitive, listening well and reading the body language correct correctly right and therefore in that case because they create the perception.

As you see, the ten mentees are there, and from the body language you develop, who will be the right mentee for this particular mentor is there.

(Refer Slide Time: 35:04)

## 6 Things Great Mentors Do Differently(Cont.)

### 4. Great mentors have the experience their mentees want.

On the surface, this one probably seems obvious. But where I think many mentees go wrong is looking at this in a general sense, rather than focusing on the specifics.

### 5. Great mentors don't sugarcoat their failings

-When you're in a mentorship role, it can be tempting to be the "all-knowing, all-powerful" being your mentee sees you as.

### 6. Great mentors say "No"

- Especially in forced mentorship situations, mentors may find it difficult to set boundaries. But in all circumstances, it's the ability to say no that makes a mentor truly effective.

<https://www.entrepreneur.com/article/289021>



83

Have they experienced what their mentees want on the surface? This one probably seems obvious; I think many mentees go wrong in looking at this in a general sense rather than focusing on the specifics. So, therefore, in that case, mentors know it is what their mentee wants great mentors to do, not on these sugarcoat their failings. When you are in a mentorship role, it can be tempting to be the all-knowing all-powerful and then being your mentee is you are right.

So therefore, in that case, he understands that there is a solution for every problem. My mentor's great mentor says no enforce mentorship situation may find it challenging to set boundaries, but in all circumstances, it is the ability to say no that makes a mentor genuinely effective. So, many times, the mentor should learn that is this is not possible, and whenever he says that this is not possible, he has to understand that is how he can develop that tendency.

The mentee will not be into the wrong impression, and the mentor will say can say no.

**(Refer Slide Time: 36:16)**

### **Case study: Lost business due to lack of leadership depth**

Fuel Learning's client, one of Europe's largest logistics and supply chain organizations, lost a £160 million (\$251 million) contract as a direct result of the fact that the organization had no leadership development initiative in place. Their prospect cited it as a deal breaker: because they did not see evidence that the logistics and supply chain organization had strong leadership management, the prospect became concerned that if they signed the contract, the logistics company would simply promote unqualified employees to fill the necessary leadership roles as they came into existence.

The organization who did win the contract, on the other hand, had a strong talent development program in place. The logistics organization recognized that this was not only an unsustainable path, but a noncompetitive one. Among the steps Fuel Learning helped them take were:



84

So, this is all about what we have talked about. The coaching and mentoring are there. So, a leader develops that special relationship with the mentee as a coach and mentor. So, then who can stop them from having excellent team effectiveness.

**(Refer to Slide Time: 36:43)**

### **Case study: Lost business due to lack of leadership depth**

- This should not be the case. Fuel Learning's client found that many high-potentials at all levels of the organization have managed to leapfrog levels due to having had good mentoring to drive and support their development. These were individuals who would usually take a few years to be promoted to higher levels of leadership.

Furthermore, mentoring is a knowledge-sharing method, which makes it especially valuable for organizations developing leaders for their succession pipeline. Fuel Learning's client specifically chose mentoring as a development method, as opposed to the more traditional options of coaching and training, in order for mentees to gain an understanding of not just the skills, but also the relationships, processes, and culture related to their career trajectories within the company.



86

As usual, these are the case studies we talk about.

**(Refer Slide Time: 36:44)**

**Research Paper**

 Journal of Management Development  
Vol. 36 No. 7, 2017  
pp. 939-939  
© Emerald Publishing Limited  
0262-1711  
DOI 10.1108/JMD-06-2016-0092

**The impact of leadership coaching on leadership behaviors**

Erica L. Anthony  
*Department of Business Administration, Morgan State University,  
Baltimore, Maryland, USA*

Received 11 June 2016  
Revised 8 December 2016  
Accepted 9 December 2016

**Purpose**

Leadership coaching has received increased popularity over the past decade; however, there is a paucity of research that has examined its impact on leader behaviors within organizations. Drawing upon transformational leadership theory, the purpose of this paper is to understand the benefits provided to followers when leaders experience leadership coaching.



88

And then you can go through this. This is the research paper on leadership coaching on the leadership behaviour right.

(Refer Slide Time: 36:52)

**Book Recommendation**

**The Leader's Guide to Coaching & Mentoring: How to Use Soft Skills to Get Hard Results**

**Authors:** Fiona Dent  
**Publisher:** FT Publishing International; 1st edition (10 September 2015)  
**Language:** English  
**Paperback :** 256 pages  
**ISBN-10 :** 1292074345  
**ISBN-13 :** 978-1292074344

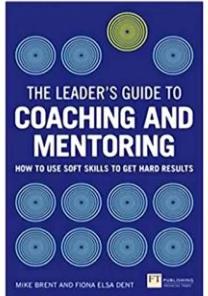
  


Image Source: [https://images-na.ssl-images-amazon.com/images/I/51UUSMDeL.SX318\\_BO1,204,203,200.jpg](https://images-na.ssl-images-amazon.com/images/I/51UUSMDeL.SX318_BO1,204,203,200.jpg)

91

This paper you can refer to, and this book will help you understand more about the coaching and mentoring concerns and be a practical guide.

(Refer to Slide Time: 37:02)

## References

- <https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/coachinginabusinessenvironment.aspx>
- <https://positivepsychology.com/coaching-models/>
- <https://www.businessballs.com/coaching-and-mentoring/steppa-model/>
- <https://www.forbes.com/sites/chriswestfall/2019/07/04/coaching-matters-how-leaders-become-better-coaches-build-stronger-teams/?sh=3d229902405e>
- <https://www.cultureamp.com/blog/coaching-vs-managing-5-key-tactics-for-managers>
- <https://www.td.org/talent-development-glossary-terms/what-is-mentoring>
- <http://www.expertsmind.com/topic/mentoring/merits-and-demerits-of-mentoring-94136.aspx>
- <https://keydifferences.com/difference-between-coaching-and-mentoring.html>
- <https://www.entrepreneur.com/article/289021>



Moreover, as usual, these are the references for this particular study material and your further studies. So, it is all about being a great coach and mentor; thank you

**Leadership and Team Effectiveness**  
**Prof. Santhosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology, Roorkee**

**Lecture - 52**  
**Women in Leadership Roles**

In our previous sessions, we have talked about this leadership, and you see that the leadership is to be studied based on the demographic variables. So, we also see those who are young leaders; we have seen those who are below 40 right those leaders. Then we have talked about the senior leaders also those who are the senior in age and then they have proved themselves as a leader right.

Similarly, there will also be the economic conditions and leadership we have discussed that is those who were the economically poor and then have become the based on these caboose knowledge base organizations they have become the leaders. So, therefore then the third dimension, which today I am going to discuss with you in demographic variables, is women in leadership roles, right.

So, therefore if you talk about Indian history and so, in India for the freedom fighter, we have seen that there have been several warriors like they are Rani Lakshmi Bai from Jansi in India. So, therefore there have been several women who have proved themselves as leaders when we talk about today's organizational context.

**(Refer Slide Time: 01:52)**

## Contents

- Women in Leadership
- Characteristics of Women Leadership
- Where Are the Women?
- Where Are the Women In India?
- Barriers to Women's Leadership
- What are the main challenges for female leaders?
- 10 reasons why we need more women in leadership roles at the workplace
- HOW CAN YOUR WORKPLACE BETTER FOSTER GENDER EQUITY?
- Case Study
- Research Paper
- Book Recommendation
- References



2

So, I will be discussing with you that is the what is the women in leadership characteristics of the human leadership is there where are the women where do they stand as far as leadership positioning is concerned, where are the women in India various women's leadership what are the main challenges for the female leaders ten reasons why we need more women in leadership roles at the workplace than how can you a workplace better foster gender equity then as usual the case study research papers book recommendations and references.

(Refer Slide Time: 02:22)

## Women in Leadership

- Women are gradually making their leadership presence felt in entrepreneurship, administration, education, engineering, health, etc. at regional, national, and global levels.
- Women are now resolved to break the traditional glass ceiling that barred them from entering leadership positions even if they possessed requisite skills and talent to occupy them.
- The world has witnessed the advent of women leaders such as Hillary Rodham Clinton, Indra Nooyi, Oprah Winfrey, Theresa May, Christine Lagarde, to name a few.



Image source- [https://www.tutorialspoint.com/women\\_in\\_leadership/images/leadership.jpg](https://www.tutorialspoint.com/women_in_leadership/images/leadership.jpg)



3

So, whenever we are talking about women in leadership rights. So, slowly and slowly, we have seen that in entrepreneurship administration education, engineering health, etc., at a very

different level, the regional level, national level global levels are there. Here I would also like to start a woman in leadership; it starts from the family. So, therefore whenever we are talking about that, leadership. So, it is not new for the woman.

In Indian culture, you will find it is the whole family is dependent on the lady of the house, and therefore, whenever we are talking about that is the leadership position. So, when we talk about society. So, in society, the basics, especially in Indian culture, will find that the woman is the leader right and of course, the father of the family is also contributing, but it is more towards the economic contribution is there.

As far as the culture is concerned and developing the child is concerned growing is concerned. So, that is Mr Sheru Rangneker has written a book on this that is the family management, and that is also a leadership position is there. So, break the traditional glass ceiling that bought them from entering leadership positions. Yes, of course, that is coming from the outside of the home and then becoming the organizational leader, right.

So, that is also not very new, but it still has much scope. The world has witnessed the advent of women leaders such as Hillary Rodman Clinton, Indra Nooyi, Oprah Winfrey, Theresa May, and Christine Lagarde, to name a few.

**(Refer Slide Time: 04:22)**

### Some Women Corporate Leaders

The slide features four photographs of women corporate leaders arranged in a row. From left to right: Karen Lynch (CEO of CVS Health), Mary Barra (CEO of General Motors), Safra Catz (CEO of Oracle), and Indra Nooyi (former CEO of Pepsico). Below each photo is a blue box containing their name, title, and company name in parentheses.

Karen Lynch CEO, CVS Health ( <a href="#">CVS</a> )	Mary Barra CEO, General Motors ( <a href="#">GM</a> )	Safra Catz CEO, Oracle ( <a href="#">ORCL</a> )	Indra Nooyi former CEO of Pepsico.
--	--	--	---------------------------------------

<https://www.investopedia.com/news/top-women-ceos/>

4

Furthermore, therefore here and I would also like to put some names that are the when we were in the banking industry in India, and at a time they were more than 12 chairpersons of the banks, and that were the women only in the banking industry, and that was the accurate representation of the woman leaders in India. Moreover, that is true in the financial institution and the SBI. So, these are the examples where the leaders like some of here are that you see then in the Indian banking industry.

We talk about the Arundhati Bhattacharya, and all those who have given these organizations positions are they when the Kiran Shaw Mazumdar. So, therefore when we talk about that, these corporate leaders. So, these leaders have proved themselves that is the; yes, whether it is a question of the rural marketing, whether it is, a question of the digital marketing whether it, is a question of the science, technology, or management issues like I have given the example of the Kiran Shaw Mazumdar and therefore biotech when we talk about.

**(Refer Slide Time: 05:40)**

### Characteristics of Women Leadership

- Here is some of the common characteristic features of women leaders –
  - ❖ Transformational Leadership Style
  - Women leaders are more transformational than men leaders. They function as a role model for their subordinates. They inspire their team and spend a lot of time coaching their team.
  - ❖ Task-Focused
  - Women leaders are invariably focused on completion of tasks assigned within deadlines.
  - ❖ Prefer to Work in Collegial Atmosphere
  - Women leaders generally prefer leading and creating flat organizational structures that enables all to work in a collegial atmosphere interdependently.



5

So, these are the examples that are the leading, and then definitely you find that is these women have proved that is very as I said very successful leaders are concerned. In administration, I would like to talk about Indian the Kiran Bedi is there. So, therefore these are the leaders who are different in social or political or economic, legal, or technological areas. They have proved themselves very successfully.

Now, when we are talking about the transformational styles that we had discussed in the leadership styles, if you remember when we talked about the theoretical model of leadership, are there the charismatic leaders and transformational leaders we have talked about in the previous sessions. So, we women leaders are more transformational than men leaders in there they function as a role models for their subordinates, inspiring their team and spending much time coaching their team.

Now you see that I will make an analogy with the family here and, therefore, what a mother does for all family members? The house lady keeps all the children and the father's relationship with in-laws and the parent's relationships societal relationships. So, that is it that is a team she creates a team, and they spend much time developing born and brought up of the child is there.

Recently, our Prime Minister Modi is also okay sometimes kept talking about the mother, and therefore, we find that is also a leadership and example is there. So, therefore we talk about that is its leadership as a transformational also task focus and prefer to work in a collegial that particular environment is there.

**(Refer Slide Time: 07:26)**

### Characteristics of Women Leadership(Cont.)

- ❖ **Promote Cooperation and Collaboration**
  - Women leaders promote cooperation and collaboration amongst the team members.
- ❖ **Communication Style**
  - Women leaders tend to be participatory and possess a democratic style of leading people. They seem to abhor 'command and control style' practiced by male leaders.
- ❖ **Self-Branding**
  - Unlike their male counterparts, women leaders often appear to be modest or silent about their own accomplishments. They are seldom good at branding themselves.



[https://www.tutorialspoint.com/women\\_in\\_leadership/women\\_in\\_leadership\\_introduction.htm](https://www.tutorialspoint.com/women_in_leadership/women_in_leadership_introduction.htm)

Tutorialspoint

So therefore, in that case, it is always working together. What I found is expected in this particular trait is togetherness. Whether it is the family or the organization, nation or globally, we talk about this concept in leadership. The very common with the women leadership is there that

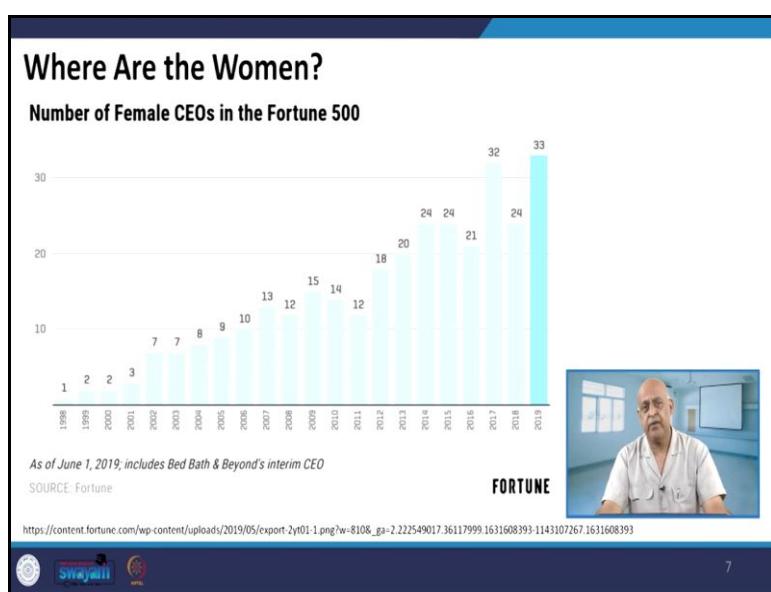
is Vasudeva come what we say, and that is the global village and leading these this globe is a family itself right.

So, they promote cooperation and collaboration; as I mentioned about the team building, who can learn the better team-building than the housewife who has to interact and develop the different characteristics personality characteristics of the family members are there, and the same thing happens at the workplace also. When we talk about the promote cooperation and collaboration, right.

So, she gives that freedom that is the expression right. So, therefore she gets more cooperation because there is a concern. So, that woman is always concerned for each team member, and nationally as a response, she gets the cooperation, and the work together is there. Now they tend to participate in possessing a democratic style of leading people because that is a communication style right.

So, therefore it is the command and control style practised by the male leaders is more right divided the participation and understanding right that that is the woman leaders have adopted the communication style is there. Now here it is; self-branding is also concerned. Now you see they are the silent partners of the growth, and that is they do not brand themselves very fast.

**(Refer Slide Time: 09:22)**

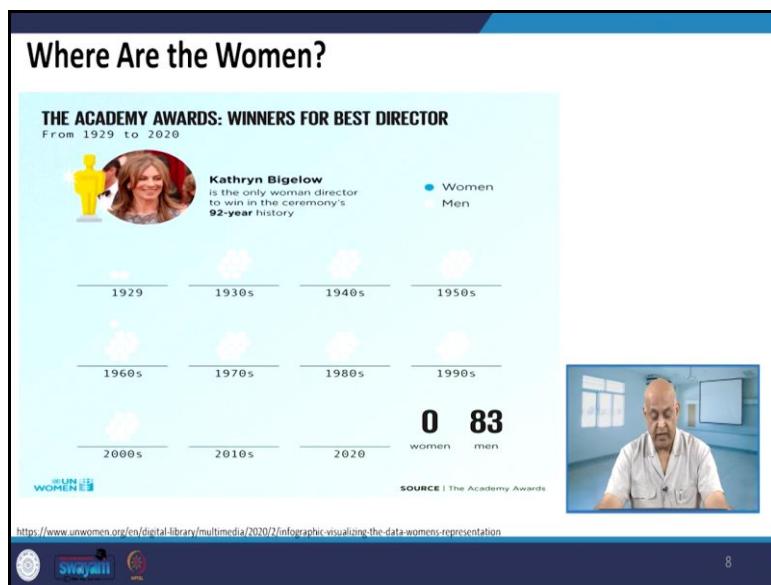


And then you will find that the results are there, and then the secret they are the secret leaders. Many of them are the secret leaders are there, and that is their contribution is there, but they are not that dominating and in the race to prove that this organization is because of me. So, it is not my concept of me. Rather than it is a concept of us because us is there. Now you see there is a statistics used in fortune 500, and then that is in 2019 it has been reached to the 33 number is there right and when we make this trend analysis right. So, definitely in the case whenever we are, we see the jump is there, right. So, therefore in that case when from 2011 onwards right and therefore, we find that is the if we take the this these nine years before nine years and the after nine years is there and therefore the leadership opportunities as far as the fortune companies statistics is concerned and that that has been increased.

So, naturally the, it is also a reflection of society in the global society this number which has been increased though it is a small number every we are expecting much more number and of course, we see that is these number will keep on increasing. So, therefore, in that case, right, but when we see about 1988. So from 1988 to 2019 from 1 to 33, so, if you see, the percentage-wise right.

So, it is remarkable growth is there. However, we find it in the fortune 500 companies when discussing these global leadership concerns.

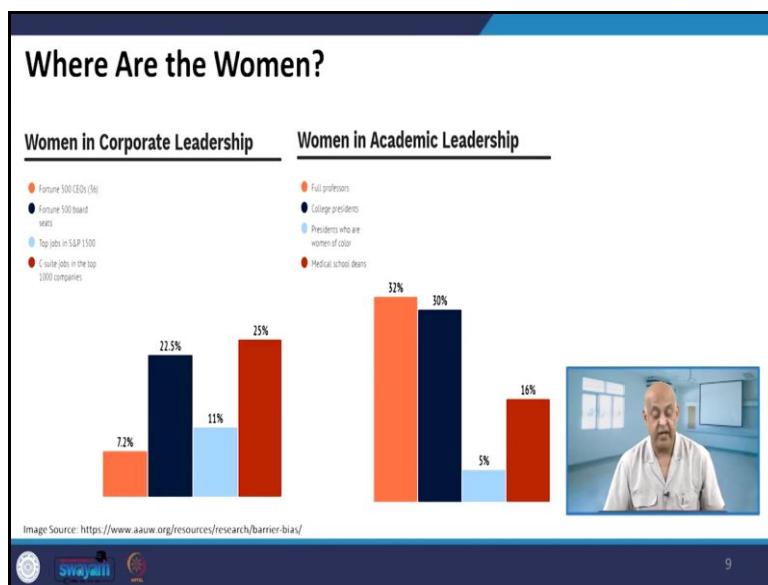
(Refer to Slide Time: 11:20)



Moreover, here, as we know, that is the leadership that is required is is a very highly competitive position in the fortune 500 companies we say. So, we cannot underestimate this number but expect that much more number is there, but here we find that the academic award from 1929 to 2020 is concerned winner for the best director is concerned suitable. So, Catherine Bigelow, the only woman director to win in the ceremonies of the 92-year history, is concerned, right.

So, like you can see these numbers and then this is progressive, this slide is there. So, therefore in that case, in the Catherine Bigelow this 2010, we have found that is the yes, and this is becoming the in the history of these 92 that is in 2008 right.

**(Refer Slide Time: 12:24)**



So, here we find that is the yes, there are many scopes, right, that is the; we have to give the opportunity. So, therefore, society, we mean the society and the business world, are changing. Now and then, we find it is the yes women are occupying the leadership positions is concerned. So, 7.2% of the CEOs in the corporate leadership after 36.

So, therefore while in the case of fortune 500, what is it say it is a board is 22.5% is there correct? Furthermore, whenever tower and top outs of this will be 11% is there and when we talk about these solid jobs in the top 1000 companies, which is a 25%. So, naturally, this particular percentage shows that the issued jobs to the top companies are increasing.

If we talk about the corporate leadership reserve, academic leadership is concerned. So, therefore the full professes are the 32% which is excellent, and they call a college president the 30% of women who are the women of colour right. So, presidents who are the women are 5%, and those who are the medical school deans with a 16% are there. So, yes, we find that is the in the academic leadership if we compare the corporate leadership with the academic leadership.

So, the academic leadership positions percentage is higher than the corporate leadership is there.

**(Refer Slide Time: 14:25)**

### Where Are the Women In India?

- The Companies Act, 2013, makes it mandatory to have at least one woman on company boards, but the increase in gender representation on paper must translate into practices and culture.
- Women hold 17% of board positions in corporate India, but only 11% leadership roles.
- India fares better than its Asian counterparts when it comes to diversity in executive and non-executive roles in corporate boardrooms.
- Women in India occupy five percent executive chairs and 10 percent non-executive chairs, the numbers stand at 2.6 percent and 5 percent respectively in Asia. Around 23 percent large company boards in India average at least three women, up from 10 percent in 2018.

<https://www.livemint.com/companies/news/indian-women-rank-ahead-of-global-peers-in-leadership-roles-11614795615945.html>



10

Now here I would also like to mention another dimension, and that another dimension is this that is the hypothesis only you know which is that is the yes, in the academic field the women leadership are getting the more opportunities. Now here I would like to, not only the education; it is the service industries you will find. In the service industries, the percentage of women leaders is, compared to earlier, increasing.

Moreover, now we know this is the in this era 21st century, we find that is the service industries are also doing almost equally pleasing to the manufacturing industries, or maybe some industries are ahead of their manufacturing. The companies act 2013 makes it mandatory for India to have at least one woman on company boards, but the increase in gender representation and paper must translate into practice and culture is their rights. Moreover, therefore, that is this compulsion.

Now I would like to mention that is how these compulsions are why these compulsions are introduced. These compulsions are introduced because they were not the representation. So, therefore that is why the following sentence we have used should not be only in the paper, but rather it should be in practice and culture. Seventeen% of the board positions in corporate India, but only 11% of leadership roles are there.

So therefore, in that case, from the board rooms to the CEO's room, debt is still required to have much scope. India fares better than its Asian counterparts. Diversity in executing non-executive roles in the corporate boardrooms is there. So, executive chairs 10% 2.6% 5% in Asia, 23% of large company boards in India average at last three women are from the 10% in 2018. So, these figures are how this 5% is increasing right.

**(Refer Slide Time: 16:25)**

### Where Are the Women In India?(Cont.)

- The country is ahead of global average in women working in senior management positions and ranks third globally.
- Representation of women in corporate India has increased from 21% five years ago to 30% now, with higher representation in non-technical roles (31%) over technical roles (26%), the study by management consulting firm Zinnov, in collaboration with Intel India, has shown. However, only 11% of senior leaders are women, compared with 20% in mid-level roles and 38% in junior roles, it said.
- Consultancy firm Grant Thornton also claims Over 98 per cent of businesses in India have at least one woman in senior management as against the global average of 90 per cent.

<https://economictimes.indiatimes.com/news/company/corporate-trends/india-ahead-of-world-average-on-women-in-senior-management-report/articleshow/81318172.cms?from=mdr>



11

Furthermore, whenever we talk about the role of women in India, that has been the continuous efforts made by society and the country to give them more presentations. The country is ahead of the global average in a woman working in senior management positions and ranks third globally. So, definitely, yes, there is always a scope to go to the first position, right.

However, yes, this is also a counselling position is there. Representation of women in corporate India has increased from 21% five years ago to the 30%. So, therefore this is a good jump. With

the higher representation, non-technical roles are at 31% over the technical roles are at 26% is there. The study by management consulting firms now in collaboration with Intel India has shown this percentage has been represented reported.

However, only 11% of the senior leaders are women, compared with the 20% in mid-level roles and 38% in the junior roles. So, this person checks that that is required to be reached the top positions, and consultancy from the Grant Thornton also claims over 98% of businesses in India have at least one woman in senior management right. So, therefore is against the global average of 90%.

Moreover, here and then it is this is a matter of pride that is the here the percentage of business in India where the women representation and it is becoming the very, very high compared to instead the that the global averages of the 90% only. So therefore, in that case, these senior management positions have been occupied by these women in the business right. So, that has been increasing.

(Refer Slide Time: 18:25)

### Barriers to Women's Leadership

- The “qualities” of a leader — as well as the path to achieve leadership roles — are still largely based on an outdated male model that shuts women out.
  - Old Stereotypes
    - Because men have been leaders for so long, the traits associated with leadership are often thought of as masculine and not viewed as favorably when exhibited by women.

Image Source: <https://bized.aacib.edu/articles/2018/12/leadership-barriers-for-women-in-higher-education>

12

We also have to understand that this is not that easy; however, this percentage may be looking the less, but when we talk about the barriers, these percentages are not equal to the men's leadership. So, therefore there are specific barriers are there. So, what is that barriers are there. We have talked about the indifferent leadership theories: behavioural and contingencies theories.

So, that is the qualities of a leader as well as the part to watch leadership roles are still primarily based on an outdated male model that shuts the woman out and therefore, in that case, it is the cultural practices we which is to be focused right and then to develop and change that particular culture right. So, two things are essential here; one is that leadership and leadership in the organization are concerned.

So, leadership in the family is already the ladies are having the almost 100% I will say in but as per is these are corporatist culture right. So, therefore that is with the old stereotypes and that men have been leaders for so long. The trade associated with the leadership is often thought of as masculine and not viewed as favourable even exhibited by the woman; in that case, you see that management concept of leadership, which is the force.

So, the days that had gone when the; structures were top-down, or the bottom of approaches now is a circle. So, therefore in the circle, whether it is not the question of this top-down leadership or the bottom of leadership, it is everyone.

**(Refer Slide Time: 20:25)**

### Barriers to Women's Leadership(Cont.)

- Fewer "connections"
  - Men still surpass women in having the networks to learn about opportunities and find mentors and sponsors to champion their advancement.
- Bias and Discrimination
  - Sexual harassment, hostile work environments and subtle biases are still obstacles. Women of color face even further obstacles to their advancement and, as a result, are even less likely to move into leadership roles.
- Lack of Flexibility
  - Balancing work and family can be a challenge that limits women from seeking leadership roles. Workplaces are still designed a decades-old notion of male and female domestic roles.



[https://www.aauw.org/resources/research/barrier\\_bias/](https://www.aauw.org/resources/research/barrier_bias/)

So, there are now talking we have discussed in the previous session that leaderless groups are there, and therefore there is no question of masculinity. So, fewer connections men still suppress women in having the network to learn about the opportunities and find mentors and sponsors to

champion their advancement. So, therefore that networking because what is important now; we have discussed this that is about exposure.

Exposure will come to any person with the help of networking, and therefore, in that case, when the resources are provided simple example is the spending the money there is for the education of the girl candidate. So, therefore when we say that he is, she will also have an equal education compared to the boy is concerned. So, therefore it is not the choice between them; that is, the boy is going to a very high modern school, and the girl child is going to a school where there is not much exposure.

So however, this concept is now becoming minimizing but not, but that also gives an understanding of the ex-world. So, therefore better the exposure better will be the networking, and the better will be the networking where better will be the opportunities. So second is the bias, and discrimination is there. There is sexual harassment and a hostile work environment right. So, this type of issue, however, the government of India has taken many initiatives and the legal protection, and here we find that the woman is likely to move into the leadership roles faster than before.

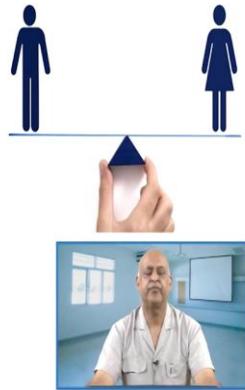
Lack of flexibility is there. So, work and family lot of research work has been done by two students have done on this is the quality of work-life and work-life enrichment.

**(Refer Slide Time: 22:25)**

## What are the main challenges for female leaders?

- Here is some of the major challenges faced by women leaders:
- The first and most obvious challenge is that most of the people in the room are men, but this creates an opportunity for women to stand out and create a long-lasting impression from the off.
- A scenario that appears time and time again revolves around building a supportive network in a space that males dominate. Use this chance to seek both men and women as connections and mentors who will help you along your career path.

[https://www.incimages.com/uploaded\\_files/image/1920x1080/getty\\_820106544\\_200013342000928095\\_355853.jpg](https://www.incimages.com/uploaded_files/image/1920x1080/getty_820106544_200013342000928095_355853.jpg)



14

So, therefore this is the balancing. Balancing this work and family is always a question, and in a country, like India, where it is the there are specific roles and responsibilities are the fix for the women of the lady of the house only, and the male does not contribute right, a simple example is like the cooking is concerned right. Moreover, in that case, because of these types of issues, networking exposure going outside of the home becomes challenging.

So, what are the significant challenges there? The first and most obvious challenge is that most people in the room are men, but this creates an opportunity for women to stand out and create a long-lasting impression in the office there. So, you see that every weakness has an opportunity, and every strength has a threat right. So, therefore, in that case, it is always that whatever the limitation is there, that limitation is in the opportunity itself.

So, a scenario that appears repeatedly resolves around building a supportive network in a space where males dominate. So, using this chance to seek both men and women as the connections and mentors who will help you along your career path is there and therefore, in that case, and the, whether it is a male, or the female is a man woman. So, then, in that case, you are looking for a chance.

Moreover, the chance is there through the connections only, and when you get the mentors right and then you will find that is the whenever there is a suitable match that we have talked about the

mentorship earlier, there is a mentor mental relationship and whenever there is a mentor mental relationship and this glass ceiling is not there.

(Refer Slide Time: 24:25)

### What are the main challenges for female leaders?(Cont.)

- Often with a full-time role, coupled with the additional stress of raising your own family, it can be hard to juggle work alongside personal life. However, if the pandemic has taught us anything, it is to create a healthy work-life balance.
- The sad nature for a lot of women is that expectations can often be set lower, and the trick is not to see this in a dim light, but to change your vision and realise it's easier to exceed your goals and showcase why you shouldn't be overlooked.
- Women can often be perceived as more emotional and less decisive than men, yet women bring more diverse physical, mental and emotional experiences to everyday conversations.

<https://www.naturalhr.com/2021/03/23/10-reasons-why-the-world-needs-more-women-in-leadership-roles/>



15

So, therefore in that case, if the right mentor has been in connecting with the mentee whether the, whether the mentor and mentee are respective of their genders, then definitely there will be the successful leadership. So, what are the main challenges for the female leaders is there. There is often a full-time role coupled with the additional stress of raising your own family, and it can be hard to juggle work alongside personal life is there right from the beginning; I am saying this a cultural issue, right.

So, therefore she is a leader, but she is a leader more toward the personal life of every member of the family right. So, therefore it is the question of whether this is the way to develop that leadership. So, if the pandemic has taught us anything to create a healthy work balance, is there right. Furthermore, I will also like to talk about it as a work from home in the further slide that is how this pandemic has given me the opportunity.

So, because when it is started with the work from home practices. So, this said nature for many women is that expectations can often be set lower, which is self-belief. So, that is that belief in self-belief about whether I can be a global leader or not. So, therefore the benchmarking practices you see we always talk about are what you said for yourself irrespective of gender.

So, women are used to setting their priorities as the family is. We wish that the equal priority will be set by the lady of the house for her contribution to society. So, a woman can often be perceived as a more emotional and more minor decision than men, but this is because the researcher does not have this type of finding, and they are more emotional and less about this issue than it is reverse.

Bringing more diverse physical, mental, and emotional experiences to the everyday conversation is there, and with this particular dimension, this has been proved.

(Refer Slide Time: 26:32)

## 10 reasons why we need more women in leadership roles at the workplace

Here are some benefits women can bring to leadership roles:

1. **Women leaders will paint the future-** A woman who is currently not in a leadership role can be a daunting prospect entering such a high-profile role with current stigmas that may be attached. In turn, this could push away the younger generation from striving to break down barriers.
2. **Unique transformational ideas will be brought to the front-** meta-analysis comparing male and female leaders identified those female leaders were more transformational. They demonstrated more contingent reward behavior than the two-dimensional actions (active and passive management) presented by male leadership.



So, here are some benefits women can bring to leadership roles. There is a woman leader who will paint the future. You know who is currently not in a leadership role can be a daunting practice transparent entering such a high profile role right that with the current stigmas that may be attached in turn this could push away the younger generation from striving to break down the various is there. So, therefore definitely becomes more important that is the how we can make the more leadership roles for the women are concerned.

Furthermore, naturally, whatever the barriers are there, those present like we were talking about the 38%, we have talked about the 27% 25% right. So, therefore in that case simple example, I would like to give up academics. So, in academics, when we find that more women are in the

leadership percentage, it is better because they have pushed away these barriers and invited the younger generation.

So, unique transformational ideas will be brought to the front of the meta-analysis comparing male and female leaders, identifying that female leader were more transformational and demonstrated. So, therefore they have. So, because we are, we know the leaders and leaders give their male leaders credit to their mothers that is whatever the transformation is there, they say that it is because of their mothers.

So, they demonstrated more contingent reward behaviour than the two-dimensional actions of active and passive management presented by the central leadership is there. So, therefore always that unique transformational idea is not like this that is the women are not having. Women have this unique transformational idea, so we have the world's transformational leaders.

**(Refer Slide Time: 28:25)**

**3. The enhancement of teamwork**

- There is no doubt that we've all seen women demonstrate passion, enthusiasm and a capability to take command of a situation when need be (let's not look further than our own mothers or female caregivers in this instance).

**4. Women demonstrate superior leadership values**

- Heading back to a national Pew Research Center Social and Demographic Trends survey, 2,250 adults ranked women better than or equal to men in seven of the eight primary leadership traits assessed throughout the survey.

**5. Business-wide communication can be enhanced**

- Communication is said and known to be among a woman's strongest skill. Female leaders will utilize this power to enhance meaningful conversations with employers, co-workers and partners.

17

So, therefore the primary route is the women only. So, here we the third dimension, we talk about enhancing teamwork. So, in India, it is a collective family culture; however, it is the, and nowadays, because of these dual-income practices and because of the global village, you can say, and it is the families, not that much a collective family is not there, but the essential culture is their collectivism only.

So, there is no doubt that we have seen women demonstrate passion with enthusiasm and the capability to command a situation when needed. So, there are several examples of dear friends in India, and there you will find that is the women who come across the adverse situation and have taken the family's leadership position. Moreover, I am not talking about the last 20 years or 30 years; I am talking about the Indian culture.

So, therefore in that case, and whenever such an adverse if even situation is there and they have got the leadership position, they have proved that is the yes even in that case they have the patient enthusiasm and capability in the favourable situation of course is. So, women demonstrate the superior leadership values in their research into social and demographic trends survey 2050 adults rank women better than or equal to men in seven of the primary leadership threats assessed throughout the survey.

So, business-wide communication can be announced. So, the question arises that is the then, what stops them. So, it is business-wide communication. So, therefore that is the when whenever the opportunity is given then, it has been seen that is the whatever a strong woman's most vital skill is communication. Moreover, if she uses this power to enhance meaningful conversation with the employees, co-workers, and partners, who can stop the organization's success.

**(Refer to Slide Time: 30:31)**

**6. Achieve a better financial outcome**

- Within a more diverse workplace, the more likely creative ideas are going to be presented. This helps fuel growth and helps create more sustainability within an organization.

**7. Fresh new outlooks and perspectives**

- Women leaders will bring skills, different perspectives, and innovative ideas to the table, but these three combined will help create new perspectives that lead to better decision-making as a whole for the business.

**8. Women leaders can provide better mentorship**

- Especially for the younger generation, the power of role models cannot be overlooked. Regardless of a person's gender, all people need someone who will guide them to progress in their careers.



Achieving a better financial outcome is there. Within a more diverse workplace, the more likely creative ideas will be presented, which helps fuel growth and helps create more sustainability within an organization is concerned. Then this is possible only when we are talking about how this is ultimately the goal and objective right and the incentives are concerned.

So, therefore this is whenever we want; that is the what will be the motivation. So, naturally, becoming the financial outcome outcomes is one of the motivations that help the growth and create more sustainability within an organization is there now the fresh new law outlooks. The perspective is concerned that woman leaders will properly bring skills, different perspectives, and innovative ideas to the table, but these combined will help create new perspectives that lead to better decision-making for the business.

So, whenever the skills scales mean, that is the all the skills whenever talking about that is about the taking the family together or the communication or the collaboration skills. So, collaborative skills and team-building skills are there, and then creativity. So, therefore when the 1 when she brings this collaboration with creativity, it becomes a significant lead to a better decision-making process that can provide better mentorship and mother with the role of the mother.

So, we know who can be a better mentor than the mother. So, their role models cannot be overlooked of a person's gender; all people need someone who will guide them to progress in their careers, and all of us have gone through that particular phase when right from our school days when the first time when we have entered the learning centres and then there was the mother only you know who was holding our hand and from there we have started our journey

**(Refer Slide Time: 32:34)**

#### **9. The ability to wear many hats**

- In a women's life, wearing different hats within their roles is often a common occurrence. You can find them often balancing careers, households and taking up the mantle of parental guidance along with many other experiences. These combined help women leaders to quickly adjust to new situations and focus on finding solutions to real-life work issues.

#### **10. Women in leadership roles can close the gender pay gap**

- Something that can often be overlooked is that the gender pay gap can be transformed into a gender opportunity gap. It has been seen that when males and females start their progress from scratch, men are usually offered more opportunities leading to higher-paying positions.



<https://www.naturalhr.com/2021/03/23/10-reasons-why-the-world-needs-more-women-in-leadership-roles/>

19

So, therefore that is this type of strain will lead her because already these capabilities exist in nature has given these capabilities. The ability to wear many hats is a significant role a woman plays; the different wearing hats within their roles is often a common occurrence. Often balancing careers, household and taking up the mental and the parental guidance and the many other expenses are there. So, if you go to the whole day routine of a lady of the house and these all roles we keep on learning in the MBA education.

Whether it is the change management, whether it is stress management, whether it is conflict management, whether it is team building right or whether it is the leadership roles are there. So, combined, she plays all these heads from day to night, and the woman in leadership roles can close the gender pay gap. So, what can often be overlooked is that the gender pay gap can be transformed into a gender opportunity gap.

When males and females start their progress from scratch, that has been seen. Men are usually offered more opportunities leading to higher-paying positions are there. Now we cannot escape from this particular point, right. So, therefore that whenever they progress, they start from this scratch are there. So, then definitely, in that case, even many times you see there is a woman because of these colourful hats.

Here, they find that let men of the house go ahead and sacrifice women.

(Refer to Slide Time: 34:26)

## HOW CAN YOUR WORKPLACE BETTER FOSTER GENDER EQUITY?

- Commit to conducting regular pay audits. Analyzing compensation by gender (as well as by race) allows companies to identify inequities and take steps to correct them.
- Commit to a culture of fairness and equity and build that into their core values. Employers need to review their hiring and promotion practices to make sure women have equal opportunity.

Image Source: <https://www.strategyblocks.com/wp-content/uploads/2017/09/people.png>



Because that makes them the more that the playing the different heads may be the cause behind this particular decision-making process. So, how can your workplace better post-gender equity? So, commit to regular pay audits analyzing compensation by gender and race. Thus, nowadays, it is not possible. Maybe in very few places, it is earlier it was much practice.

The compensation for the male was more for the same job than the female was there right. So, there, but now that understanding is minimized as much as possible, I think. So allows the companies to identify inequities because now we live in the era of talking about equities. So, therefore inequities are if it is there and any lady brings into the knowledge, then definitely there will be the equities brought by the organization.

So, commit to a culture of fairness and equity and build it into their core values. So, they need to review their hiring and promotion practices right. So, when we talk about now, we have seen the percentage. So, the percentage is that the board members' percentage is better than the CEO's position. So, here, we have to review our promotional practices, and when we do not have those biases and assumptions, that is how the woman will handle this challenging task.

So, then this particular bias, when we remove it, will find it is yes, we can give the promotions opportunities to the equation to the female also. And then whenever an equal opportunity has

been given, they will be the fairness and having them better fostering equity is there. So, what do organizations have to do organizations HR policies?

(Refer to Slide Time: 36:27)

- Adopt practices and policies to encourage salary transparency. Job descriptions should include salary bands for each position and role within an organization. Pay secrecy policies — such as ones that punish employees from discussing or inquiring about wages — should be abandoned.
- Abandon the practice of using salary history to set wages. This perpetuates the gender pay gap because it assumes that prior salaries were fairly established.
- Ensure workplace flexibility so that women — and men — can better balance the demands of their home life with their jobs. Good parental leave policies — as well as leave for other types of family caregiving — are essential to enabling everyone to succeed and advance in their careers.

<https://www.aauw.org/resources/article/business-case-for-gender-equity/>



So, organization policy should support these aspects where fair and equal promotional policies are available. Adopt the practices and policies to encourage salary transparency, and the job description should include salary brand bands for each position enrolled within an organization. So, basic secrecy policies that punish employees from discussing or inquiring about devices should be abundant.

So, therefore in that this is the; if somebody asks, you want to know that I am also in the same position and what my opposite gender is getting right. So, therefore irrespective of the person; of course, another legal issue will be there of personal rights and all, but yes, the payments are the same. There is no discrimination on the base of the payments are concerned. And then, the evidence of using salary history to set wages perpetuates the gender pay gap because it assumes that the priorities were pretty established.

So, if the organization continues this type of practice, I am sure that it is in this digital era. So, then it is not that possible to hide that gap because if the gender pay gap is there, it is definitely against the law. Ensure workplace flexibility so that the women and men can better balance their home life demands with their jobs.

I was talking about this: the work from home is concerned and therefore for those who have this responsibility of home right. Then definitely they can make a better contribution at the workplace also because of the work from home. So, good parental leave policies are right now in India; now, there are six months of maternity leave, and paternity leave is also there. Thus, family caregiving is there.

**(Refer to Slide Time: 38:27)**

**Case Study: Women in Leadership Roles**

- Rashmi was a fresher in a factory assisting the plant HR Manager. She had done her BHRM degree and joined the factory as a Trainee Apprentice. MITESH was the new Head-Operations who used to sit in the city office and visit the factory twice a week. He Was looking for an Executive Assistant (EA). He saw RASHMI underutilized in the factory and after discussing with the Plant HR Manager, he offered RASHMI to work as his EA managing his schedule, communication and data analytics requirement. MITESH promised RASHMI He would train her, but it was up to Rashmi to pick up things quickly. RASHMI Pick the fast and in five months' time was managing quite well. The city office was 1.5 hours from RASHMI's residence, which was close to the factory. But She had a hunger to grow and learn, and so she moved to a PG close to the city office to avoid commuting time.



22

So, therefore we find that is the yes, the initiatives are taken then, but still, many initiatives have to be taken because they still do not reach the equity right. Moreover, remove our biases and give them opportunities to bring them as per their competency, which the women leaders deserve then. Definitely, in that case, they will not be that many barriers to what we are talking about today.

Moreover, of course, in the speedy first-year growth, the women leaders in the organization will be there and corporate CEO positions and leadership positions.

**(Refer Slide Time: 39:18)**

## Case Study: Women in Leadership Roles

- The next day, he called RASHMI to his cabin and mildly probed for the reason for her quitting. And did she sing. She said, "I'll put in everything to my work, did two jobs for almost 5 months and sometimes used to reach home at 9:00 PM. As a girl, I travelled 1.5 hours to the city office and at times 1.5 hours more to go to the factory for the second half. All this for what?" She continued hysterically, "I saw everybody getting their increment in their salaries. When I checked my salary credit **nil increment**. And then I realised bosses are only for sucking your blood, but when it is payback time, they forget all the work you have done."

The reality was that MITESH was new. He didn't get into too much detail of what increment was given to everyone. RASHMI Was not considered for increment as she had joined mid-year. She would be due for increment next year after she had completed 1.5 years.



25

This is the case study we usually talk about that is the in this particular case study is there, and then you can go through this case study and find out that is the how this is there right.

(Refer Slide Time: 39:22)

### Design/methodology/approach

The design of this paper was a literature review of current research on gender differences in men and women in top leadership roles.

### Findings

Despite the evidence that women are capable of being top performers, women are still not attaining top-level leadership positions in comparison to their male peers. This paper will consider some of the reasons that women have difficulty in climbing the corporate ladder as well as discuss stereotyping and gender as it relates to leadership traits.



28

(Refer Slide Time: 39:24)

## Case Study: Women in Leadership Roles

- MITESH Tried his best to console RASHMI and explain about company policy. "But I work for you first, then I work for the company." MITESH Pleaded for another chance to correct the situation immediately. MITESH Didn't want to lose her at any cost, and he genuinely believed she deserved a good increment. (As a trainee, she was at a low base).
- But RASHMI was done with and refused to budge, and MITESH had to give up in the end. A good employee last as she was an emotional girl and her boss failed to manage the **emotions and legitimate expectations** of the lady in the room.



26

And then these are these the research papers are there stereotyping and women's roles in the leadership positions are there, and therefore this particular research paper will talk about how the leader's position with the help of this literature review that is how excellent leadership skills are provided.

(Refer to Slide Time: 39:43)

### Design/methodology/approach

The design of this paper was a literature review of current research on gender differences in men and women in top leadership roles.

### Findings

Despite the evidence that women are capable of being top performers, women are still not attaining top-level leadership positions in comparison to their male peers. This paper will consider some of the reasons that women have difficulty in climbing the corporate ladder as well as discuss stereotyping and gender as it relates to leadership traits.



28

Conclusion and these papers' findings are that women are more capable of being the top performers, still not attaining the top-level leadership positions right. So, this paper will consider some of the reasons as we have discussed them and some of the more this paper will be talking about.

(Refer Slide Time: 39:58)

## BOOK RECOMMENDATION

**Women and Leadership: Conversations with some of the world's most powerful women**

**Authors:** Julia Gillard & Ngozi Okonjo-Iweala

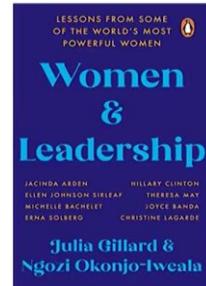
**Publisher:** Transworld Digital (23 July 2020)

**Language:** English

**Paperback:** 334 Pages

**ISBN :** 0262045745

**ASIN :** B0891YHYJV



<https://m.media-amazon.com/images/I/41E5c3DpNlS.jpg>

30

This book recommends women and leadership most powerful women some of the.

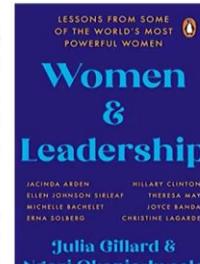
**(Refer Slide Time: 40:08)**

## BOOK RECOMMENDATION

Women make up less than 10 per cent of national leaders. Behind this statistic lies a pattern of unequal access to power. Drawing on current research and in conversation with some of the world's most powerful and interesting women about their lived experience, Gillard and Okonjo-Iweala explore gender bias and ask how we get more women into leadership roles.

Speaking honestly and freely, women leaders such as Jacinda Ardern, Hillary Clinton, Michelle Bachelet and Theresa May talk about their ideas receiving less acknowledgement than their male colleagues' ideas, what it's like to be body-shamed in the media, and the things they wish they had done differently. Their stories reveal how gender and sexism affect perceptions of women as leaders, their pathways to power and the circumstances in which their leadership comes to an end. The result is a rare insight into life as a leader and a powerful call to arms for women everywhere.

<https://m.media-amazon.com/images/I/41E5c3DpNlS.jpg>



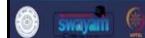
31

So, that is a conversation, and definitely, this will help us to understand more and create more opportunities for women leaders' rights.

**(Refer Slide Time: 40:09)**

## References

- <https://www.investopedia.com/news/top-women-ceos/>
- [https://www.tutorialspoint.com/women\\_in\\_leadership/women\\_in\\_leadership\\_introduction.htm](https://www.tutorialspoint.com/women_in_leadership/women_in_leadership_introduction.htm)
- <https://www.unwomen.org/en/digital-library/multimedia/2020/2/infographic-visualizing-the-data-womens-representation>
- <https://www.livemint.com/companies/news/indian-women-rank-ahead-of-global-peers-in-leadership-roles-11614795615945.html>
- <https://www.aauw.org/resources/research/barrier-bias/>
- <https://www.naturalhr.com/2021/03/23/10-reasons-why-the-world-needs-more-women-in-leadership-roles/>
- <https://www.aauw.org/resources/article/business-case-for-gender-equity/>



32

Moreover, as usual, these are the references you can refer to; thank you.

**Leadership and Team Effectiveness**  
**Prof. Santhosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology, Roorkee**

**Lecture - 53**  
**Building Effective Relationships with Subordinates and Peers**

In this session, we will talk about building an effective relationship with the subordinates and peers because whenever we talk about leadership effectiveness, that is successful leadership, you know this is a critical dimension. It says what type of relationship we have with our subordinates and peers working with us.

**(Refer Slide Time: 00:52)**

**Contents**

- Supervisor-Subordinate Relations
- Components of Good Relationship
- Responsibilities of Supervisor
- Why do peer relationships at work matter?
- Communication & Leadership in the Workplace
- How to Build Good Work Relationships
- Graicunas Theory on the Span of Management
- 14 Tips For Improving Your Relationship With Your Boss
- Case Study
- Research Paper
- Book Recommendation
- References



36

So, in this session, we will talk about the supervisor-subordinate relations, components of a good relationship, responsibilities of the supervisor, why do peer relationships at work matter, communication and leadership in the workplace, how to build good work relationships and then these Graicunas theory on this span of management, 14 tips for improving your relationship with your boss and as usual the case study research papers and the book recommendations with the references.

**(Refer Slide Time: 01:17)**

## Supervisor-Subordinate Relations

- The supervisor-subordinate relationship should be clearly defined in your workplace. As a manager, you bear the primary responsibility for building and maintaining a good working bond with each employee.
- Good relations at work place Make Work enjoyable and productive.
- According to the Gallup organization, people who have a best friend at work are seven times more likely to be engaged in their jobs.

<https://yourbusiness.azcentral.com/examples-insubordination-action-9696.html>

Image source: [https://escloudinary.com/vastagcircle/image/upload/155122095/Healthy+relationship+with+employees-1\\_P90dI.jpg](https://escloudinary.com/vastagcircle/image/upload/155122095/Healthy+relationship+with+employees-1_P90dI.jpg)



37

So, the way it is the many places becoming a very crucial that is a what type of the relationship you are having I have mentioned that is earlier that is the people employees they do not leave the organization they live their bosses because they do not have the good relationship with on their bosses. So, a supervisor-subordinate relationship should be clearly defined in your workplace. As a manager, you should be responsible for building and maintaining a good working bond with each employee.

You usually see that whenever we talk about the two sides' relationship. Then the question arises who will initiate first, and here it has been mentioned is who is this supervisor or the superior then senior executive. He is supposed to take the initiative and primary responsibility for building and maintaining a good working bond with each employee. So, good relationships at the workplace make work enjoyable and productive as we know that the work environment plays a vital role in the employees' output.

Moreover, whenever good relations are there, there will be a good work environment, and when whenever there is a good work environment, there will be more productivity. According to the Gallup organization, the people who have their best friend at work are seven times more likely to be engaged in their jobs. So, therefore that is a socialization process.

At the workplace, if you have that cohesive environment and the people like to come on the work, and they enjoy the company of their colleagues, and they do not feel like they are working as an employee rather than they feel that is the yes this is the place where I can come and spend my time, and I can make my life more pleasurable.

(Refer to Slide Time: 03:20)

### Components of Good Relationship

- A good work relationship requires trust, respect, self-awareness, inclusion, and open communication.

❖ Trust

- when you trust your team members, you can be open and honest in your thoughts and actions.

❖ Respect

- teams working together with mutual respect, value one another's input, and find solutions based on collective insight, wisdom, and creativity.

[https://www.insperity.com/wp-content/uploads/trust\\_and\\_respect\\_in\\_workplace1200x630-848x400.png](https://www.insperity.com/wp-content/uploads/trust_and_respect_in_workplace1200x630-848x400.png)



The slide has a dark blue header and footer. The main content area has a white background. It features a large teal-colored handshake icon on the right side. Below the icon is a small video thumbnail showing a man from the chest up, wearing a striped shirt, sitting in an office environment. The footer contains the text 'Shayari' and 'www.shayari.com' along with a small logo.

So, therefore, in that case, it is becoming critical that the workplace should be attractive. Furthermore, this work will attract you with the help of those working with very supportive employees. Furthermore, these peers are becoming just like a friend. A good work relationship requires trust regarding self-awareness, inclusion, and open communication.

So, naturally, there cannot be a good relationship if there is no trust right. Trust is the root of this good relationship here, and whenever there is a high level of trust, the bondage will be much more robust; as usual, the respect is there, but respect can be an attitude that might be harmful behaviour might be optimistic. So, a person may be giving you respect.

Nevertheless, he is giving them respect because of your position, or it is because by his heart then definitely that will always be there will be the maybe there may be the difference is there right. So, therefore, in that case, mutual respect is valued, and one another's input, and then the solutions are based on collective insight, wisdom and creativity. So, whenever you are developing this type of this, mutual respect and trust are there at the workplace and then

definitely, collective wisdom will be developed. So, two minds are always better than one whenever we say. So, therefore it will be creating this the encouraging the more and more creativity is there.

(Refer Slide Time: 05:06)

### Components of Good Relationship(Cont.)

- ❖ **Self-awareness:**
  - This means taking responsibility for your words and actions, and not letting your own negative emotions impact the people around you.
- ❖ **Inclusion**
  - don't just accept diverse people and opinions, but welcome them! For instance, when your colleagues offer different opinions from yours, factor their insights and perspective – or "cultural add into your decision-making.
- ❖ **Open communication**
  - all good relationships depend on open, honest communication.

<https://www.mindtools.com/pages/article/good-relationships.htm>



39

So, here we will find that self-awareness is essential whenever we talk about this good relationship. This means taking responsibility for your words and actions and not letting your own negative emotions impact the people around you. We all have talked about the attitude and behaviour and, therefore, even the leaders when they are into negative emotions.

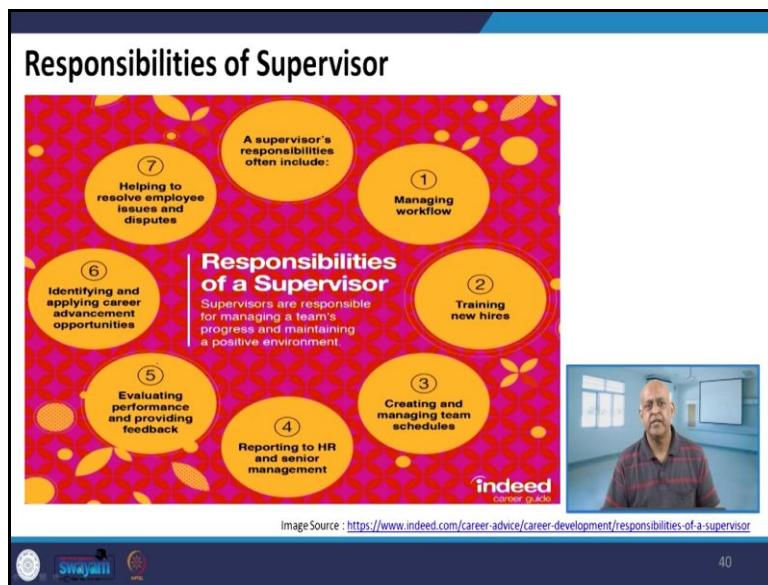
Their mind is into negative emotions, but the people around them will not let them know that negative emotion is their right. So, it is always they are having this inclusion. So, do not just accept the diverse people and these opinions because you see there are different personalities in the workplace. Every personality has his heredity environment and situational factors, and different active attributes will be there.

So, welcome them even if they have these diverse opinions because, as we see, there is a conflict. Conflict is not always negative many times; a functional conflict is there. When your colleagues of a different opinion from your factor, their insights and perspective or the cultural aid in your decision-making are there, and something new will be added.

So, what is required the orientation of inclusion is required. Open communication all good relationships depend on open and honest communication. So, here in communication, I would also like to mention the selection of the words. That is what type of word selection you have. Furthermore, whenever you have these words and interaction, the people will be happy.

Whenever there is honest and open communication with the appropriate selection of words, then definitely that communication will be helping you for the in by making a better relationship is there.

(Refer Slide Time: 07:12)



So, keeping in mind all these dimensions now, we will try to understand that what is the responsibility of the supervisor is there. So, a supervisor's responsibility includes the manager managing the workflow. So, naturally, he is responsible for that ultimately what he is managing? He manages the organization's business and the organization's business, which is the workflow he should try and then the training of new hires.

So, that is about these those who are whoever have been these new hires are there the recruitment is done and naturally, they are new to the organization they do not know the culture they do not know about that what are the practices are there. So therefore, that special training is required. So they can be a part of the organization. Creating and managing the team and schedules are there;

time management and what is expected from them that requirement will be communicated to them.

Reporting to the HR and the senior management is there that is he has joined and therefore and the supervisor will report to these the HR and senior manager about the employees joining evaluating the performance and providing the feedback is there. So, those who have joined the organization and their evaluation will be done performance will be evaluated and then they will be provided the feedback will be provided. So, identifying and applying the carrier and advancement opportunities are there and, therefore, supervisor after joining the new employees.

Therefore, in that case, he is creating and managing the team schedules and then, according to this, is reporting to HR and starting with these supporting approaches. Furthermore, that supportive approach will be how the performance is evaluated and how that support is required based on the feedback that is to be provided.

**(Refer Slide Time: 09:11)**

## Communication & Leadership in the Workplace

- Good communication and leadership skills are essential if you want to be a productive, effective manager.
- It's not enough to be knowledgeable about what you do; you must also be able to share your knowledge with the people you manage.
- Leadership styles affect employee morale, productivity and retention.

❖ **Develop Communication Skills**

- Good communication skills help ensure that your staff members understand your instructions and expectations.

Image source: <https://1.hdnux.com/150x235p/s3-us-west-1.amazonaws.com/contentlab.studio/getty/12e69c93cc4e2b8170da3b7084f961.jpg>

42

So, why do peer relationships at work matter? So, a good relationship with peers offers several advantages not only for the individuals but for the entire organization also. So, it increases productivity and performance. Gallup research found that 30% of employees say they have a best friend at work, and that percentage of workers is reportedly seven times more likely to be engaged in their jobs and produce the higher quality work is there.

So, therefore, in that case, this percentage of workers, which is the seven times, is there and naturally, they will be able to produce a higher quality of the work. Whenever it is not applicable only in the workplace, b, So, whenever we want it, our family members are to be engaged and, in that case. Usually, we talk about that particular type of commitment is required.

Boost your attention, and you want your best employees to stick around for the long haul. So, therefore they will not leave the organization if they are dissatisfied are uncomfortable. So, naturally, they will leave the organization very soon while here, and then they will try to be a part of the organization for an extended period. A mere relationship improves the team's morale, and a final relationship at work keeps your team's spirits high.

Furthermore, therefore, it becomes essential that an interpersonal relationship is strong. So, that the employees those who are working with the bosses. So, they have that orientation to have these team models, and they will like to work together for a long time.

**(Refer Slide Time: 10:57)**

## How to Build Good Work Relationships

- There are steps you can be used get on better with your colleagues.
- ❖ **Identify Your Relationship Needs**  
Do you know what you need from others? And do you know what they need from you? Understanding these needs can be instrumental in building better relationships.
- ❖ **Focus on Your Emotional Intelligence(EI)**
  - By developing your EI, you'll become more adept at identifying and handling the emotions and needs of others.

Image Source : <https://web-static.wrike.com/cdn-cgi/image/width=800/format=auto,q=80/blog/content/uploads/2020/11/Understanding-the-Importance-of-Peer-Relationships-at-Work-1-1024x434-144947037-w00f0-007bd4c3>



So, communication leadership in the workplace will help retain the employees and get the productivity from the employees, and that is why it is the leadership skills that what style of the leadership skills are adopted and that that is becoming to be very, very important is there.

Furthermore, we have discussed those leadership skills much in detail in the earlier sessions and then have to be a productive, effective manager.

Because you know that is what type of leadership practices are required in a given situation. It is not enough to be knowledgeable about what you do. You must also be able to share your knowledge with the people you manage. So, many times, many supervisors feel that they should be the best and that they should not be known to others that is how they are the best.

However, that is not the right approach according to the literature; whenever we are talking about that, whenever people feel there is not enough knowledge, they must be able to share knowledge with the people on those who are managing. So, leadership style affects the employee's morale, productivity and retention and the good social binding that will ask the leader to continue with the organization.

Good communication skills help ensure that your staff members understand your instructions and that the expectations are there to develop the communication skills. Furthermore, the subordinates are often unclear about exactly what their bosses want. So, therefore, in that case, it becomes imperative that whatever the message is, there that will be having the excellent communication skills of the leader and naturally, in that case, he will have that particular instruction from the clear-cut instructions from the boss.

And then whatever the expectations are there, those expectations will be fulfilled by the subordinate are there and there, and the boss's expectation is also clearly mentioned to the subordinate.

**(Refer Slide Time: 12:56)**

## How to Build Good Work Relationships(Cont.)

### ❖ Appreciate Others

Everyone, from your boss to the intern, wants to feel that their work is appreciated. So, genuinely compliment the people around you when they do something well.

### ❖ Develop Your People Skills

Good relationships start with good people skills.

### ❖ Avoid Gossiping

- Office politics and Gossips can ruin workplace relationships. If you're experiencing conflict with someone in your group, talk to them directly about the problem.



<https://www.mindtools.com/pages/article/good-relationships.htm>

46

The communication leadership in the workplace that empowers employees is there. Empowering employees involves giving employees autonomy and allowing them to make some decisions concerning their work, as explained by the leadership choice is there. So therefore, in that case, this empowerment. We have talked about leadership and empowerment, leadership and delegation, and therefore, in that case, this empowerment is giving the autonomy and allowing them to make some decisions.

Whatever the positions you see, there is an organizational structure, and in the organizational structure, every employee is responsible for certain acts. Moreover, in that case, that has to be explained by this by the leadership choices there. Recognize the achievements good leaders understand their employees are not only motivated by money but by recognition for their work. So, this should not be the perception that everybody is working for money only and money will motivate.

Furthermore, I will give them money, and I will motivate the person not necessary because many of them are working for the recognition for their work because they have made the contribution and contribution are well appreciated. So, therefore that is the motivation is there. So, praise employees at staff meetings and write them notes taking them for their efforts. So, always on the superior should appraise the employees and write to them thanking them for their efforts.

So, be a role model. So, the leader does not just tell employees what to do. So, leadership in the workplace means showing employees how it should be done through excellent role modelling. So, definitely in these, that supervisor is always a leader. Furthermore, that is how it is done through an exemplary role. I also want to be like my supervisor, and then we find that that mentor-mentee relationship is a style of this leadership.

(Refer Slide Time: 14:56)

### Graicunas Theory on the Span of Management

- V.A. Graicunas, a French management Consultant, made a study on superior-subordinate relationship.
- He developed a mathematical formula to analyze this relationship.
- He suggested that the number of possible relationships increases with the number of subordinates.
- Graicunas has identified three specific kinds of superior-subordinate relationships in every organization. They are:
  - ❖ **Direct Single Relationship:**
  - This refers to relationships that are easily and clearly recognized by the individuals who are his immediate subordinates. They are equal to the number of subordinates supervised.



Swayam

47

Moreover, that is becoming very important because these are the subordinates they want to be like their bosses. So, to build good work relationships, we can use steps to improve our relationships with our colleagues. Identifying your relationship needs is there. Do you know why you need the others, and do you know what they need from you? So, understanding these needs can be instrumental in building a better relationship.

Now you see every relationship each develops with the fulfilment of the needs because if there is no need, there will be no interaction; if there is no interaction, there will be no relationship. So, therefore to keep that particular relationship that first, we have to identify why there is a need for this relationship and when the needs are clear and mutually understandable, then definitely, in that case, that bonding will be the powerful bonding will be there because they understand what the other person wants from them.

So, here it is always this type of these needs those which are the instrument for the better relationships; focus on your emotional intelligence by developing your EI in you will become more adept at identifying and handling the emotion and needs of others. Now you see in emotions also there is a given take. So, if anybody is making you responsible for a particular position, then definitely that is the expectation that you will fulfil that position's duties and therefore you will be making the satisfaction to your boss.

So, therefore the fulfilment of that those duties is proper. So, that that is always that is emotional connect is there. Furthermore, whenever there is an emotional connector, that person will be responsible for this aspect. So, therefore this handling of the emotions and needs of the others will become part of how this relationship continues into the organization.

**(Refer Slide Time: 17:02)**

❖ **Direct Group Relationships:**

- This means the group relationships between the superior and each possible combination of subordinates.
- **Example:** A manager having three subordinates would have three direct group relationships.
- Formula =  $n (2^{n-1} - 1)$  where n represents the number of subordinates.

❖ **Cross Relationship:**

- Cross relationships are mutual relationships among subordinates necessary for working under the same superior.
- Graicunas developed the following formula to give the total number of all the three kinds of relationships where n = number of subordinates.
- $n(2^{n/2} + n + 1)$

<https://www.businessmanagementideas.com/management/span-of-management/graicunas-theory-on-the-span-of-management-theories-management/13250>



Now, mindful practice listening is there. So, with mindfulness, people respond better to those who listen and genuinely listen to what they have to say and therefore, the dimension of mindfulness which we have kept that understanding in our last part also. So, therefore that mindfulness will give you precisely what is the requirement of your subordinate. Schedule time to build a relationship. Is there a possibility you could ask a colleague out for a quick cup of coffee? These little interactions take time but let the groundwork for a strong relationship is there.

So, we usually talk about the tea club if there is a coffee club. Furthermore, this type of tea club and the coffee club is developing these relationships. So, when we develop this strong relationship, then definitely in the productivity as we have seen the employee satisfaction enhanced. Managing your boundaries, but you see that every coin is always at two sides.

So, therefore when you are developing a relationship, it should not be a hurdle to another person's privacy. So, make time but not too much. Sometimes a working relationship can impair productivity, especially when a friend or colleague begins to monopolize your time. So, therefore in that case when you are busy, and then you are not able to spend the time, and somebody is disturbing, you have to tell the person that is that this is the time for your work and then he should excuse you.

So therefore, in that case, managing your bondage is there. And then be positive; that is contagious, and people gravitate to those that make them feel good. So, therefore this type of these attitudes is there. So, then that attitude is the positive attitude is there. So, we can now develop this good relationship with a positive attitude at the workplace. So, every friend, from your boss to the intern, wants to feel that their work is appreciated, and therefore everybody wants the appreciation and genuinely compliments the people around you when they do something well.

Furthermore, you see always whenever we have the admiration right. So, from a child also you can understand. So, when you admire a child, the child repeats the behaviour. So, there is a reinforcement of behaviour. So, therefore appreciation also having the reinforcement of behaviour, and there is a repeat repetitive behaviour will be there, and that is the psychology of the human being is there.

So, we should always appreciate the people for their excellent work. So, they will repeat that good work, and the develop your people skills. So, therefore indicate that a good relationship starts with good people skills and HR skills are there. Furthermore, what are these HR skills that are the interpersonal dynamics relationships in that is a trust respect friendliness. So, this will develop these skills people skills, which will develop a great relationship.

Now avoid gossiping; that is the office politics, and gossip can ruin the workplace relationship; if you are experiencing conflict with someone in your group, talk to them directly about the problem. Furthermore, I also personally feel that from my experience, it is the yes whenever there is a conflict, you should be able to resolve that particular conflict. So, you can directly talk to them about the particular problem.

Furthermore, when you talk to them about a particular problem, there will be a mutual discussion and based on the discussion, you will find out that some solutions are emerging. So, that is based on the little talks.

**(Refer Slide Time: 20:56)**

### How to Build Good Work Relationships(Cont.)

- ❖ **Appreciate Others**  
Everyone, from your boss to the intern, wants to feel that their work is appreciated. So, genuinely compliment the people around you when they do something well.
- ❖ **Develop Your People Skills**  
Good relationships start with good people skills.
- ❖ **Avoid Gossiping**
  - Office politics and Gossips can ruin workplace relationships. If you're experiencing conflict with someone in your group, talk to them directly about the problem.

<https://www.mindtools.com/pages/article/good-relationships.htm>



46

So, therefore in that case, if your talks are crossing the boundaries, then definitely that particular interaction will become a negating negative for you for your impression and productivity. So, please always avoid gossiping but have a positive interaction. V. A. Graicunas, a French management consultant, studied superior-subordinate relationships and developed a mathematical formula to analyze relationships.

So, he suggested that the number of the possible relationship increases with the number in the with the number of subordinates correct. So therefore, in that case, that is the that this possible

relationship always increases when you are increasing the number of subordinates. So, Graicunas has identified three kinds of superior-subordinate relationships in every organization.

Moreover, he talked about how whenever there are these specific kinds of relationships; there will affect the supervisor-subordinate relationship. So, first is, a single direct relationship is there easily recognized by the individuals who are his immediate subordinates; they are equal to the number of subordinates supervised. So, therefore in that case always, they will be the limited numbers that will be there with the boss and with those bosses with those particular employees, the boss will be able to interact.

Furthermore, always understand that an equal number of subordinates can be supervised. So, suppose we have this one superior and the five subordinates are there. So, all these five subordinates will be equal to the number of subordinates and five. So, therefore, in that case, the relationship will be direct will be there.

**(Refer Slide Time: 22:58)**

### Graicunas Theory on the Span of Management

- V.A. Graicunas a French management Consultant, made a study on superior-subordinate relationship.
- He developed a mathematical formula to analyze this relationship.
- He suggested that the number of possible relationships increases with the number in the number of subordinates.
- Graicemas has identified three specific kinds of superior-subordinate relationships in every organization. They are:
  - ❖ **Direct Single Relationship:**
    - This refers to relationships that are easily and clearly recognized by the individuals who are his immediate subordinates. They are equal to the number of subordinates supervised.



47

So, that number also has to be restricted if the number is restricted, you find that the relationship is also working very well. Now direct group relationships are there. This means the group relationships between the superior and each possible combination of subordinates are there. So, for example, a manager having three subordinates would have three direct relationships. So, n represents the number of subordinates there.

So, whenever we are having this, the three subordinates. So, and therefore, in that case, we have to find out what type of relationship is there. So, mathematically also, you can find out that this particular formula that works for the identity identifying the relationship is there. So, cross relations are the mutual relationships among the subordinates necessary for working under the same superior.

So therefore, in that case, many times when there is an excellent mutual relationship then they with the under the same supervisor, there will be a good relationship among the followers. So, Graicunas has developed the following formula to give the total number of all the three kinds of relationships where  $n$  is equal to the number of subordinates. So,  $n$  equals two and  $x$  to power two, and  $n$  plus 1 is there.

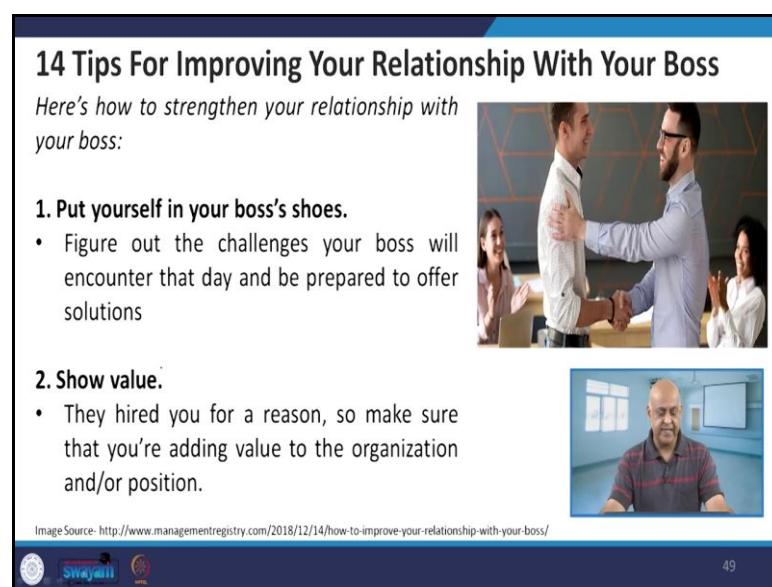
**(Refer Slide Time: 24:20)**

## 14 Tips For Improving Your Relationship With Your Boss

Here's how to strengthen your relationship with your boss:

- 1. Put yourself in your boss's shoes.**
  - Figure out the challenges your boss will encounter that day and be prepared to offer solutions
- 2. Show value.**
  - They hired you for a reason, so make sure that you're adding value to the organization and/or position.

Image Source- <http://www.managementregistry.com/2018/12/14/how-to-improve-your-relationship-with-your-boss/>



So, how we can develop our relationship with our bosses? So, here is how to strengthen your relationship with your bosses and put yourself in your boss's shoes. Now many times, you know expectations. So, expectations spoil the relationship, but when you have realistic expectations. So, how you will have the realistic expectation that whatever the challenges you are facing, your boss will encounter, be prepared to offer the solution is there.

Furthermore, in that case, even if there is a different type of relationship, they always the boss will be there to offer you the solutions. Furthermore, when the solutions are offered because the boss put himself, that is what your requirement is there. The Well show the value that is they hired you for a reason. So, make sure that you add value to the organization under your position there. This is very, very important.

If you justify your position by your contribution and it is not because of just making the boss happy and doing no work, that will not be the condition that does not condition here. Here we are talking about it: those hardware concems are committed to doing their jobs right. And then, therefore, they make sure that is then they are adding value to the organization and or their position is there.

So that their decision-making styles and the way they are working are supported. So, when they are they are supporting these, the organization also with their different colleagues are there to whom they support and then they also support the people e from the outside of the organization. So, therefore that you will be able to add value to the organizations.

**(Refer Slide Time: 26:16)**

### 14 Tips For Improving Your Relationship With Your Boss(Cont.)

- 3. Know when and how to communicate with your boss.**
  - Employees need to Learn how your supervisor likes to communicate and receive communication, and mimic this style.
- 4. Get to know your boss personally.**
  - Bosses are human, so communicate with them on a personal level.
- 5. Ask for feedback.**
  - Don't be afraid to ask your boss for feedback.
- 6. Offer to help.**
  - You should ask as your boss if they need help on any projects.



50

So, knowing when and how to communicate with your boss and, therefore, when to commit and how to communicate is becoming very important. So, employees need to learn how their supervisor likes to communicate and receive communication that requires intense observation

later. Furthermore, once you understand your boss's personality and communication, you tune upright according to your boss's expectations and, therefore, that communication will build a better relationship.

Get to know your boss personally, and bosses are human. So, communicate with them on a personal level, and therefore, they will often share with you if there is any family problem or whatever their achievements are there what are their rewards are there. So, what are their gain and losses because they have developed personal and interpersonal relationships, right?

So, maybe they may share the professionally only in what type of the relationship they are having, but that will always help for a better relationship. Then ask for the feedback; do not be afraid to ask your boss for the feedback. So, whatever the work has been done, you always see what the feedback does? Feedback helps you to make things better. So, no one is perfect, but whenever we are getting feedback, we and then can improve our competency.

So, when we improve our competency, we will be based on the feedback, there will be better feedback, and we will be successful. Offer to help you should ask your boss if they need help on any projects are there and therefore in that case always you see that is the whatever the help that the boss needs right. So, you often see that he may not tell you that I need this particular help right.

**(Refer Slide Time: 28:12)**

## 14 Tips For Improving Your Relationship With Your Boss(Cont.)

### 7. Keep your supervisor informed.

- No one likes surprises, so if you are experiencing challenges in your work, communicate those.

### 8. Stay above office politics and gossip.

- it's better to never engage in gossip about your boss, nor anyone else for that matter.

### 9. Under-promise and over-deliver.

- Put your best foot forward to exceed your boss's expectations.

### 10. Ask for help and advice.

- people also like to be seen as subject matter experts, especially your boss.



51

And then but if you identify that is that he requires a particular help, then you can provide particular help they keep your supervisor informed no ones like suppressor surprises. So, if you are experiencing challenges in your work, communicate those. So, therefore in that case, if you find something difficult, there are certain surprises in your work that were not expected, then definitely please communicate to your boss and keep your supervisor informed; stay above office politics and the gossip is there.

So, there is avoid the gossiping we have discussed this in the previous slides also that is it is very, very important that is we should be communicative but not gossiping we should be friendly but not friends. So, therefore it is better to never engage in gossip about your boss or anyone else for that matter is there. So, whatever the relationship may have, the boss fear or subordinates always avoid gossiping because the gossiping may create a negative perception.

So, under-promising over delivery is there that is the never do like this that is the put your best for food forward to exceed your boss expectation is there. So, therefore never say which is not possible to do that task or whatever the reasonable time is required that you have to mention that is this will require this much time. So, there is nothing like an over delivery is there and whatever you can deliver say that yes, I can. So, there will not be the under-delivery.

So, here that is they ask for the help and advice as we have talked earlier also that is whenever you find that is just a certain subject's matter is causing you trouble right. So, do not hesitate to ask, ask for this help. So, either your boss may help himself, or then he will ask the experts, and then those experts will help you do that particular task which you are facing the problem but do not forget to share.

(Refer to Slide Time: 30:20)

### 14 Tips For Improving Your Relationship With Your Boss(Cont.)

**11. Do whatever it takes to make your boss look good.**

- Everyone cares about their work reputation, or at least they should.

**12. Establish a line of open communication.**

- If you are honest and communicate openly with your supervisor, this will help build transparency and trust in the relationship.

**13. Show your boss respect.**

- Even if you don't like your boss, respect them.

**14. Be authentic.**

- Be authentic in your approach.



<https://www.forbes.com/sites/jacquelynsmith/2013/10/16/14-tips-for-improving-your-relationship-with-your-boss/?sh=75c943f459b0>

Do whatever it takes to make your boss look good, and naturally, what is essential? Who is the Boss? The boss represents the organization. So, the organization will be happy, which means the boss will if the boss is happy. So therefore, in that case, everyone cares about their work reputation or at least they should. So, therefore do not worry it is whatever your boss is on looking for a particular help, then go ahead to provide him with their particular help. Establish a line of open communication.

So, if you are honest and communicate openly with your supervisor, this will help build transparency and trust in the relationship. Furthermore, as we are talking, trust is the fundamental dimension that needs to be developed into the interpersonal relationship. To build trust that is honesty and transparency are very important. When you have honesty and transparency, you will be able to build trust.

Show your boss respect and be authentic. Now, this is also very, very important there is be authentic in your approach; that is the yes, I know my job, and I can. So, therefore your boss will be also happy with your work.

(Refer to Slide Time: 31:30)

### Case Study: People Problem or Business Problem

- SAHIL was the new VP of Sales who was promoted from inside the organization. Umang, who was the GM (south), was earlier his peer and now his reportee. Both had been 3+ years in the organization in senior roles and were quite mature to accept the new reality. But the new relationship started on a frosty note as both expected the others to change to the new reality. Soon their cold war became corridor talk, and everyone was betting on how much time SAHIL would tolerate Umang. CHIRAG, the CEO, got a whiff of this but decided to stay out of it. He felt that it was SAHIL's problem. SAHIL was new to the role. Both would mature into the new relationship if he gave them time.

DHRUV was another GM in SAHIL's team, who was seeing the relationship between SAHIL and UMANG deteriorate and was pained to see the impact on the business and the rest of the team.



53

Now, this is the case study that will be talking about how these problems have been faced. And then how to develop making this particular personal problem and that is the becoming the ultimately the business problems are there and how to solve that.

(Refer to Slide Time: 31:50)

### Research Paper

International Journal of Productivity and Performance Management

#### Mediation of superior-subordinate relationship and a climate of innovation on psychological empowerment

Sumi Jha

#### Purpose

The purpose of this paper is to establish the relationship between psychological empowerment (PE) and four variables: autonomy, openness, superior-subordinate relationship (SSR), and climate of innovation (CI). The paper also aims to establish the mediating effects of SSR and CI on PE.



57

Furthermore, the research paper suggested that the superior-subordinate relationship and the climate of innovation on psychological empowerment are mediated. So, that will be discussed.

(Refer Slide Time: 32:04)

**Design/methodology/approach**

The sample size for the study was 319 employees (197 managers and 122 team leaders) from ten leading information and communication technology companies of India. Structural equation modelling was used to test the model under study. Bootstrapping was applied to provide better estimation of the sample.

**Findings**

The exogenous variables under study were autonomy and openness. The mediating variables were SSR and CI. Results supported the model and indicated a significant direct effect between exogenous variables and PE. The role of SSR and CI as mediator was also ascertained.



58

Then the exogenous variables under study were autonomy in openness, and then this was discussed with the astonishing number of this sample was there and as a result of which this interpersonal relationship that you can find out that is how that can be developed.

(Refer Slide Time: 32:22)

**BOOK RECOMMENDATION**

**The Power of Friends at Work: Forty Stories about Trust, Loyalty, Communication...and Play**

**Authors:** [Debbie Morello](#)

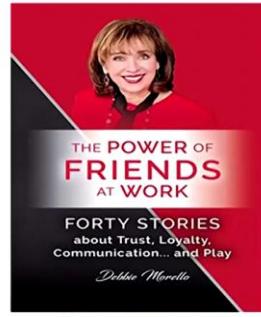
**Publisher:** Morello & Associates; 1st edition  
(23 October 2018)

**Language:** English

**Paperback:** 136Pages

**ISBN :** 0999803417

**ASIN :** B07JNPP31Y



[https://www.amazon.in/s?k=Relationship+with+Subordinates+and+Peers&ref=nb\\_sb\\_noss](https://www.amazon.in/s?k=Relationship+with+Subordinates+and+Peers&ref=nb_sb_noss)

60

This is the book the power of friends at work, and this will be 40 stories about trust, loyalty and communication, which you may find very interesting.

(Refer Slide Time: 32:32)

**References**

- <https://yourbusiness.azcentral.com/examples-insubordination-action-9696.html>
- <https://www.mindtools.com/pages/article/good-relationships.html>
- <https://www.wrike.com/blog/importance-of-peer-relationships-at-work/>
- <https://work.chron.com/should-relationship-exist-between-supervisor-subordinate-27839.html>
- <https://www.businessmanagementideas.com/management/span-of-management/graicunas-theory-on-the-span-of-management-theories-management/13250>
- <https://www.mindtools.com/pages/article/good-relationships.html>
- <https://www.forbes.com/sites/jacquelynsmith/2013/10/16/14-tips-for-improving-your-relationship-with-your-boss/?sh=75c943f459b0>



62

Furthermore, these are the references as usual for your particular study from this particular topic and the additional learning also, thank you.

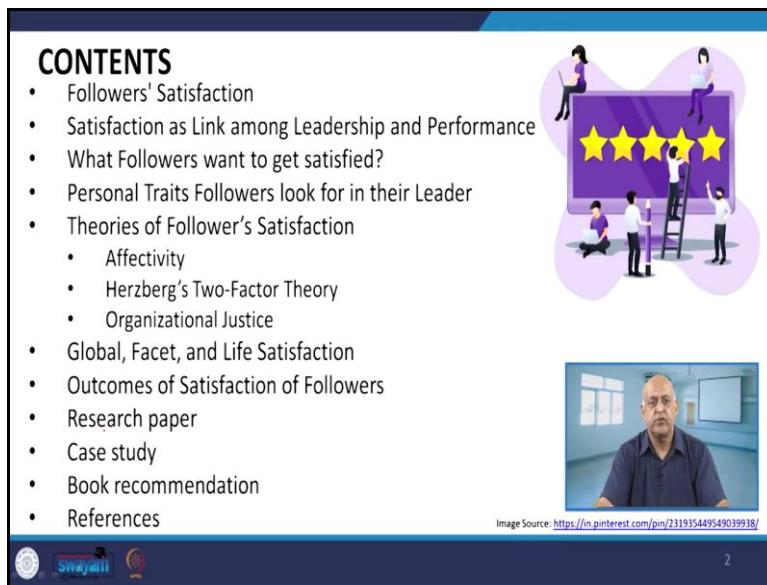
**Leadership and Team Effectiveness**  
**Prof. Santhosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology, Roorkee**

**Lecture - 54**  
**Fostering Followers' Satisfaction**

In earlier sessions, we talked about leadership and team-building members' attitudes and how the leaders are to be effective. Now significantly less work has been done on this; it is also on the side of the followers that is precisely what is the foremost important factor which is affecting the followers' reason to follow the leaders and therefore in that case in this context, this particular important session has been introduced that is the fostering the follower's satisfaction is done right.

So, first, we will try to understand what follower satisfaction is? Then, how the satisfaction is linked among the leaders and the performance.

**(Refer Slide Time: 01:08)**



**CONTENTS**

- Followers' Satisfaction
- Satisfaction as Link among Leadership and Performance
- What Followers want to get satisfied?
- Personal Traits Followers look for in their Leader
- Theories of Follower's Satisfaction
  - Affectivity
  - Herzberg's Two-Factor Theory
  - Organizational Justice
- Global, Facet, and Life Satisfaction
- Outcomes of Satisfaction of Followers
- Research paper
- Case study
- Book recommendation
- References

Image Source: <https://in.pinterest.com/pin/231935449549039938/>

Then we will talk about what followers want to get satisfied, the personal traits followers look for in their leader and the theories of follower satisfaction, that as the affectivity theory, Herzberg 2 factor theory and organizational justice. Then we will talk about the global facet and

life satisfaction outcome of followers and, as usual, the research paper, case study and book recommendations.

We will also suggest specific references for this particular study material and additional readings.

**(Refer Slide Time: 01:38)**

The slide has a dark blue header and footer bar. The main content area is white. A quote is displayed in the center:

“The goal of many leaders is to get people to think more highly of the leader. The goal of a great leader is to help people to think more highly of themselves.”

-J. Carla Nortcutt

3

So, whenever we are talking about follower satisfaction, the goal of many leaders is to get them to think more highly of the leader is there right. So therefore, in that case, it is influenced because we understand the definition of these leaders; that is, they influence the behaviour of others. Whenever we are talking about the influence on the behaviour of others, then definitely more and more people are getting influenced, and when they are getting influenced, they are thinking, thinking more highly of the leader is there.

So, therefore the goal of a great leader is to help people think more highly of themselves. So, here is a thought process. Now you see that is the way the follower thinks it is igniting the brain, right. Furthermore, therefore, in that case, if people think highly of themselves, they identify their self-awareness about their potential, they get the knowledge about their career goals to know about what they can do what is the future career planning and related to all.

So, whenever we are talking about igniting the brain to know oneself highly of themselves, then definitely, in that case, that will be the goal of a leader. So, in ancient Indian literature, also we

find that it has been mentioned that it is the know yourself. It is who are you, what are you, why you are born, and what is your contribution to this world, right. Furthermore, therefore, that leader is helping. Helping in the exploring, exploring oneself by thinking more and more about themselves is there.

(Refer Slide Time: 03:21)

### Followers' Satisfaction

- **Satisfaction** - "A good feeling that you have when you have achieved something or when something you wanted to happen does happen; something that gives you feeling to gain/derive satisfaction from something." - Oxford Advance Learner's Dictionary (2000)
- **Follower Satisfaction** - "Followers' satisfaction is the extent to which employees are happy or content with their Leaders and work environment."

Image Source: <https://www.smartkartot.com/resources/blog/customer-satisfaction-surveys/>



4

So, whenever we talk about follower satisfaction, it is necessary first to understand what satisfaction is there. So, we have a good feeling when we have achieved something or when something we wanted to happen does happen. Now, whenever we talk about satisfaction. So, satisfaction is the feeling that arises for any achievement of the individual.

So, whatever the one targets to achieve and when he can achieve that particular target, he will be satisfied that I did it right. So therefore, in that case, it might be possible that it is not of his performance. However, he wishes there would be a sure thing that will happen, and that happens. So, his wish will be to have that particular occurrence of these happenings.

Moreover, as a result, that is what this person is expecting to gain, and again, he is deriving the satisfaction. Second, it is then when we connect satisfaction with the follower. So, employees are happy to be content with their leaders, and the work environment is concerned. Now here usually what is the concerns of these employees are. Whenever we are talking about the follower, we are

talking in the context of the organization, and that is why we are using here what is the employees are there.

So, therefore the leader-follower relationship, which is the employer-employee relationship or the superior-subordinate relationship, is there and in this context when we talk to what will be the factors. Moreover, the first and foremost is the leader. Whether the follower is getting satisfaction from the leader, and that leader is giving this particular satisfaction based on what knowledge or gain is there.

(Refer Slide Time: 05:23)

### Followers' Satisfaction (Cont.)

- Research has shown that the **satisfied workers** are more likely to continue working for an organisation
  - More likely to engage in Organisation Citizenship Behaviours
- **Dissatisfied Worker:** More likely to be adversarial in their relations with leadership.
  - May engage in diverse sorts of counterproductive behaviour
- Dissatisfaction is a key reason why people leave organizations, and many of the reasons people are satisfied or dissatisfied with work are within the leader's control.



5

The second one is that it is a work environment. So, what is the work environment is there. Now we talk about freedom, flexibility, autonomy and delegation empowerment. So, all these are the mechanisms. So, when we are in the work environment, this type of opportunity is available to the follower, then definitely, in that case, there will be the follower's satisfaction. Some researchers have shown that satisfied workers are more likely to continue working for an organization.

Here I would also like to mention the satisfaction we are talking about, the self-satisfaction and the job satisfaction. So, therefore when we are talking about it is a satisfied worker ah. So, as soon as we connect the satisfaction with the worker or employees, it is related to the job. So,

whatever the job an individual is doing, then definitely, in that case, he is having that particular satisfaction of contributing to the organization is there right.

So, this is to engage in organizational citizenship behaviour. Is there an OCB? Moreover, we have talked earlier also about the OCB, which is about the rights and duties of the citizen? The citizen who follows the constitution and we usually talk in the context of the nation who follows the nation's constitution, but when we talk about in the context of the organization, it is there is a following the citizenship of the organization is there.

There will be dissatisfied workers in their relationship with the leadership is there, and many times, this is a diverse sort of this counterproductive behaviour will be there when there is a mismatch between the leadership style of the leader and the followers is there. As dissatisfaction is a key reason why people live in organizations right that is the imposing factor to leave the organization, and that is about the dissatisfaction of the worker of himself from the job itself is there.

**(Refer Slide Time: 07:23)**

### Followers' Satisfaction (Cont.)

Why People Leave or stay with organizations

Why Do People Leave Organizations?	Why Do People Stay with Organizations?
Limited recognition and praise	Promises of long-term employment
Compensation	Exciting work and challenge
Limited authority	Fair pay
Poor organizational culture	Encourages fun, collegial relationships
Repetitive work	Supportive management

Image Source: <https://partnerhope.com/stay-go-complicated-question/>



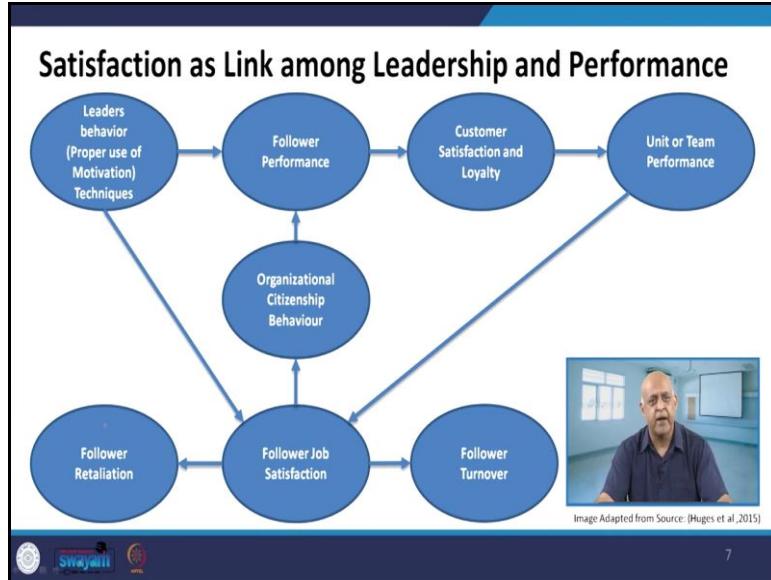
Moreover, we keep on talking about how whenever you want to create your knowledge base organization, your followers must have that particular satisfaction. However, as I mentioned, that is in the following satisfaction, here we will talk about why the people leave the organization because of this dissatisfaction.

Now every employee who contributes right so, there are the stars employees are there those who perform the best and then there is limited recognition, and the praise is there the opportunities. So, whenever the employees feel that is there is a lack of opportunity for the growth, and then, in that case, they start searching the other organizations, then there will be the company compensation will be there that is about the whatever the rewards perk they are getting from the organization whether they are satisfactory or not.

Now here, in this case, we have also to see that is the whenever we are talking about the compensation, compensation can be monetary or non-monetary, both are there then the, as I was mentioning about the empowerment, delegation, and use of authority, but whenever there is the limited authority then definitely the people will like to leave the organization is there. Then the poor organizational culture influences the performance of the employee.

Furthermore, when any star performer when finds it is because of organizational culture that he is not able to deliver, then, in that case, he will leave the organization is there, or the nature of work is the repetitive work is there. Now here, why do people this state the employee retention strategies are there? So, therefore long-term employment is their exciting work, and the challenges are their fair pay; here, they encourage fun, collegial relationships, and supportive management.

**(Refer Slide Time: 09:20)**



In both the columns, you will find that the employee does not need to have all the reasons. There might be some the reasons there. Like when we talk about that is why do they stay, and the long-term employment is there not necessary nowadays in the young generation that may be the reason of their satisfaction is there too long stay is there. But for some of them, yes it.

So, therefore why the person stays or why the person lives in the organization depends on the individual's priority is there and accordingly, he will decide to continue or not to continue in the organization. Satisfaction is linked to leadership, and performance is concerned whenever we talk about it. So, naturally, leaders' behaviour proper use of motivation techniques are there always talk about monetary motivation and non-monetary motivation is there.

Moreover, in the case that is the whether we are providing cultural opportunities, rewards incentives, or there will be the monetary benefits related to the parks related to the different facilities, that will be the motivation techniques that will make those followers perform. When the follower is performing, customer satisfaction and loyalty will also increase.

Furthermore, as a result of which, there will be team performance. However, when we talk about the follower's job satisfaction is concerned then in that case, he can match his personality with the organization's citizenship is there. Followers' retaliation is there then; in that case, when the job satisfaction is not there, there might be retaliation, or the following turnover will be there. So,

that follows job dissatisfaction they might cause that is the how he will be able to perform whether in favour of the organization or against the organization is concerned.

Moreover, these are the indicators whenever we find it is the employee's leaving turnover is increasing may be related to a specific department section or with the particular boss then definitely in that case that will be the indicator, indicator of the job dissatisfaction. Moreover, therefore, the organization should take care of this.

(Refer to Slide Time: 11:29)

### What Followers want to get satisfied?

Job Characteristics	Group & Organizational Characteristics
• Variety in Work	• Participative Involvement
• Task Significance	• Group Integration & Cohesiveness
• Autonomy	• Organization Climate & Structure
• Role Specificity	• Communication Practices
• Worktime Flexibility	<b>Leader Characteristics</b>
• Reward	• Leader- Reward behaviour
• Recognition	• Leader- Punishment behaviour
• Career Growth	• Leader-Member Exchange



8

So, there is a purpose for discussing this issue is that it. We have to see that is the what is the factor of satisfaction, but we have also to be careful that is if the employee is dissatisfied and especially those who are these just performers then. In that case, the organization has to face many problems. Now what followers want to get satisfied variety in work task significance autonomy role specificity work time flexibility reward recognition career growth is there.

Now, these are the norm. These are the typical job characteristics where the individual wants to get the satisfaction is there, but with the period, you will find that easy. Now the organizations are more towards the service organizations, and when we talk about the service organization, this group and organizational characteristics are increasing. Now the activities are not only the individual based activities whether you take the hospital or you take the hotels, but you also take the IT industries and therefore the most even in the manufacturing.

Now that is because of the change in your manufacturing process and system; it is becoming more and more over the group characteristics. So, whenever we talk about the group and organizational characteristics, that environment is essential. For example, participative involvement in group integration and cohesiveness organization climate and structure is concerned with communication practices.

Furthermore, another side is what the leader's characteristics are required. Now here, this relationship leader rewards behaviour. In the previous slide, we have seen that one of the significant reasons for satisfaction is motivational techniques. So, what are the rewards and that matching the leader-member reward behaviour is significant? Alternatively, now the leader's punishment behaviour is there.

(Refer to Slide Time: 13:25)

### Personal Traits Followers look for in their Leader

- **Fairness & Honest** Be fair & Honest with all followers
- **Respect & Trust** Followers want to respect & trust and be respected & trusted by their manager.
- **Dependability** Followers wish ability to count on their manager when needed.
- **Collaboration** Followers want to be a part of their manager's team and be asked to contribute ideas and solutions.
- **Genuineness** Employees sometimes spend more time with their boss than with their families-they don't want a phony.
- **Appreciation** Followers desire to be appreciated for who they are and what they do
- **Responsiveness** Follower wish manager to listen, understand and respond. Be a sponge, not a brick wall.



9

Now we know the punishment theory through the reinforcement of behaviour. Whenever we are talking about the reinforcement of behaviour, it is essential whether it is appropriate or not and therefore, that is the justice you know the justice of equity. Moreover, in that case, whatever type of misconduct is done by the follower and then whatever the punishment is given, that has to be the appropriateness.

If there is appropriateness, then definitely in we will say it is following the principle of natural justice. Now personal traits followers look for in their leader are fairness and honesty and being fair and honest with all followers. Moreover, in this case, as I was talking about, that is the reinforcement of behaviour. So, whatever you do, whatever the rewards you share, you are followed in the performance of these.

Moreover, therefore, in that case, the leader often has the non-verifiable goals and whenever there are the non-verifiable goals, remaining to be the fairness and honesty that will be a challenge for a leader is there. Now then, respect and trust are there, which is a very the evergreen trait which has been the followers look for in their leaders. The dependability is there. Now, naturally, why the follower follow the leader? Because he is dependent on specific dimensions and those dimensions to be taken care of by the leaders.

He should be having that particular fulfilment of those dimensions then the collaboration it is team building is there and therefore in that case working together that contributes ideas and solution generation more solutions brainstorming sessions all these will be creating the more collaborative approaches there. Genuineness is there when we talk about fairness and honesty, and therefore, with their bosses and their families, they do not want a phoney.

So, employees sometimes spend more time with their boss than without their families right. So therefore, in that case, they must be getting the leader's influence.

**(Refer to Slide Time: 15:21)**

Theories of Satisfaction	
Theory or Approach	How Leaders Can Improve Job Satisfaction
Maslow's hierarchy of needs	Helping ensure people's needs are satisfied
Achievement orientation	Securing needed resources, clearing obstacles, and allowing people to work on activities that matter to them
Goal setting	Setting high goals and helping people to accomplish them
Empowerment	Giving people needed training and more decision-making authority
Operant approach	Administering rewards.
Affectivity	Hiring happier people
Herzberg's 2-factor theory	Giving people more meaningful work
Organizational justice	Treating people fairly



10

Appreciation is there, which we have talked about; we should always have this the appropriateness right, and therefore, in that case, that appreciation is there. So, we learn that is the thank you and sorry. So, therefore in that case, when we talk about the appreciation and the way you say thank you, that itself will be a satisfaction to the follower. Here much theoretical work has been done.

So, I will share with you the theories of the satisfaction that is Maslow's hierarchy of needs achievement, orientation, goal setting theory and empowerment and the operant approach is there. These are some of the theories already discussed in leadership and motivation, and here, I would like to talk about the affectivity of hiring happier people. It is an exciting point, and I would like to highlight this point that whenever we are talking about hiring the followers, right the employees.

Thus, I will suggest that it identifies their happiness index, and I will tell you that this is a significant factor when recruitment is concerned. Your employees are not happy they are forceful. Often, you find it is the employee selecting a job not because of his choice because that is the only way of his bread and butter and then, in that case, that will not be a happy employee.

Furthermore, when the employee happiness we have talked about the happiness and performance, and when there is no happiness, then there will be no contribution is there. Related

to this, Herzberg has also done much work that is this two-factor theory and interestingly, it talks about the satisfaction, dissatisfaction and no dissatisfaction, which is very interesting. So, whenever we are talking about the no dissatisfaction, then in that case, what will be the performance of that follower and what will be the level of satisfaction of that follower.

(Refer to Slide Time: 17:20)

### Major Three Theories of Satisfaction

#### Affectivity: Is the Cup Half Empty or Half Full?

- Affectivity refers to one's tendency to react to stimuli in a consistent emotional manner.
- People with a disposition for **negative affectivity** consistently react to changes, events, or situations in a negative manner. They tend to be **unhappy** with themselves and their lives, and are more likely to focus on the downside or disadvantages of a situation.
- People with a disposition for **positive affectivity** consistently react to changes, events, or situations in a positive manner. They are **happy** with their lives and tend to take an upbeat, optimistic approach when faced with new situations.



Shayari

11

And then you will find that is the under these theories whenever we are talking about this herb theory or this affectivity theory that is it is an approach. The approach of these you are that follower, right. Now you see that many people are satisfied with the little gains, and many are dissatisfied with the significant gains. So, that is an approach is there. So, effectivity refers to one's tendency to react to stimuli.

So, I always give the examples that whenever we travel and at the platform, we find it is these children coming from the low-income families, laughing, playing and happy, and the child who is sitting in the first AC and then he is not happy. So, it is what it means that it is a tendency to react to stimuli in a consistent emotional manner. Furthermore, therefore, that approach that talks about whether the person will be satisfied or not, this affectivity will be a crucial factor.

So, it will be the negative effectivity unhappiness will be there and therefore likely to focus on the downside or disadvantages of a situation he will never be happy with. So, whatever the situation, he will find certain lacunas, and therefore, that is called the FFO Fault Finding

Officers. So, fault finding offices focus on those activities where the person is weak and, therefore, as a result of which, the person is demoralized and dissatisfied.

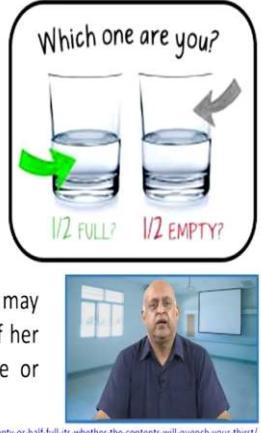
Nevertheless, when we talk about this creation, that is what is to be created at the workplace: positive affectivity and the happiness index. So, I will always suggest identifying those dimensions at your workplace. How you are followers will be happy about what their need is there because you see it is a team-building ultimately in the organization. So, unless and until they do not match there, leaders and followers will be no output.

(Refer to Slide Time: 19:23)

### Affectivity: Is the Cup Half Empty or Half Full? (Cont.)

- People with a **positive affective** disposition tend to see a cup as **half full**;
- People with a **negative affective** disposition are more likely to describe a glass as **half empty**
- Researchers have found that **negative affectivity is related to job dissatisfaction**, and **positive affectivity to job satisfaction**
- Such Research suggest that leadership initiatives may have little impact on a person's job satisfaction if her affective disposition is either extremely positive or negative.

Image Source: <https://kevinliebl.wordpress.com/2017/09/09/its-not-whether-the-glass-is-half-empty-or-half-full-its-whether-the-contents-will-quench-your-thirst/>



Which one are you?

1/2 FULL? 1/2 EMPTY?

12

So, they must be happy, and that happiness index creation is the leader's responsibility. So, these indices of forwarding satisfaction will be increasing. Now I will advise it is they always try to identify, and that is the happiness index of their follower, and as a result, you can imagine the satisfaction index also. The people with a cheerful, effective disposition tend to see a cup as half empty people with a negative effective disposition are more likely to describe glass as the half-empty is there.

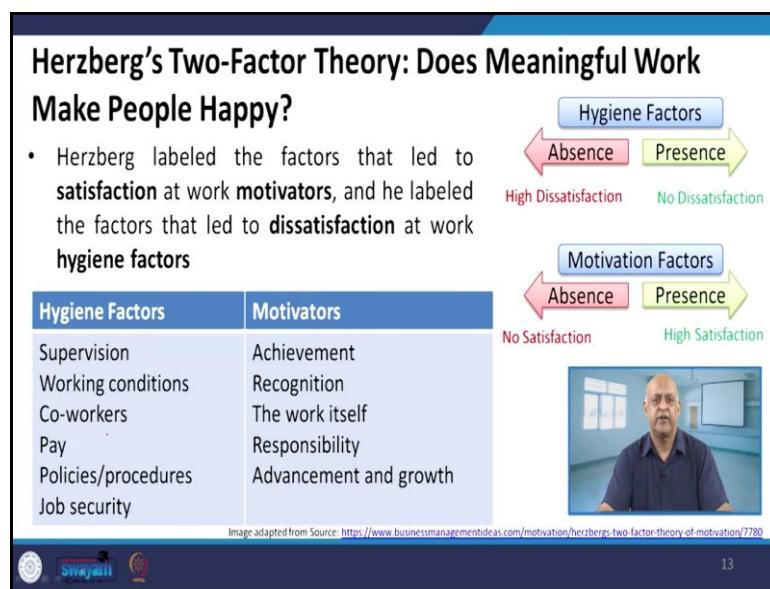
Here I would like to say that the half-full glass and half-filled with the air are there. So, whenever we say it is not empty, it is not an empty glass it is a filled glass that is there because there is water also and there is an air also again, this is a question of your approach that is how

what approach do you have and accordingly based on the approach whether you how do you look at a given situation is there.

Furthermore, if positive effectiveness is there, you will be happy with that also. However, it is an ancient saying, but it is efficient, and therefore, in that case, now can we have this negative of activity related to the job satisfaction and vigorous activity in which job satisfaction is there. Now, what is our responsibility? Our role is to convert this negative affectivity into positive activities there.

Furthermore, a leader's role is there and therefore, in that case, as we have seen the leadership style leadership theories earlier for building the team effectiveness and those practices if we adopt then definitely, we will have the job satisfaction. Such research suggests that leadership initiatives may have little impact on a person's job satisfaction if our affective disposition is either highly positive or negative is there naturally whenever we are talking about the initiative by the leader.

(Refer to Slide Time: 21:23)



So, how much leader will be influential? A leader will be influential up to a certain extent only because of the original approach of that particular follower; if it is a negative approach of the follower is there, the leader will not be able to influence much more as far as the affectivity

theory is concerned. Now, so similar research was done by Herzberg, and then he proposed the two-factor theory, which is called the hygiene factors theory.

The hygiene factors theory is the absence and presence right. So, high dissatisfaction and no dissatisfaction, an example is a salary. So, for the first month, the person is motivated by the salary, but the next month, it is repetitive. So, therefore, in that case, that salary will have no dissatisfaction because if there is no salary, then there will be higher dissatisfaction.

Nevertheless, giving the salary is not creating the motivational factor right, and that is why you see that the employees keep saying that he deserves that it is his right. Furthermore, therefore, in that case, that is not becoming the motivational factor. So, these are the specific examples that have been given, and it is supervision, working conditions, co-workers, pay policies, procedures, and job security that is a concern.

Moreover, motivators are the achievement, recognition of the work itself, advancement, and growth. Now here you can compare this theory with Maslow's theory also, and then you will find in the neat theories of achievement find it is I hygiene factors are concerned with the physiological needs, safety needs, and some parts of the self-esteem needs are concerned. Nevertheless, whenever we talk about this, some part of the self-esteem and self-actualization needs are there, becoming the motivators factor.

A leader has to continuously evaluate the strategies, policies, motivational practices, and whether they are giving and challenging.

**(Refer Slide Time: 23:23)**

## Organizational Justice: Does Fairness Matter?

- Organizational justice is based on the premise that people who are treated unfairly are less productive, satisfied, and committed to their organizations.
- Organizational justice is made up of **three** components. (Trevino, 1992)
  - ❖ **Interactional justice** reflects the degree to which people are given information about different reward procedures and are treated with dignity and respect.
  - ❖ **Distributive justice** concerns followers' perceptions of whether the level of reward or punishment is commensurate with an individual's performance or infraction.  
Dissatisfaction occurs when followers believe someone has received too little or too much reward or punishment.



14

Moreover, as we have seen in the previous slide, the challenging task is what followers need. The follower needs with the continuous challenging task are there, and when you can provide that continuous changing task, they will be successful. So, organizational justice is based on the premise that mistreated people are less productive, and the satisfied and committed to their organizations are there.

So therefore, in that case, you see that it is a mechanism. So, organizational justice will be done only when the organizations are heavily mistreated, other less product productive, or their debt premises are there. So, here first, we will talk about the out of these three justices, there is an interactional justice. People are given information about different reward procedures and are treated with dignity, and respect is there.

So, definitely, in that case, it is the international justice, and people are looking forward to their rewards; therefore, it is always is the goals which you decide will go they will be going to achieve that, the particular goal when distributive justice is their followers' perceptions of whether the level of reward or punishment is commensurate with an individual's performance or inter infraction is concerned.

So, it is always preferred to know the perceptions in that case. Perceptions of that you follow whether it is what level of the perception is there and then accordingly he has to decide. This

satisfaction occurs when followers believe someone has received too little or too much reward or punishment, and in this case, whenever we are talking about this, distributive justice is there.

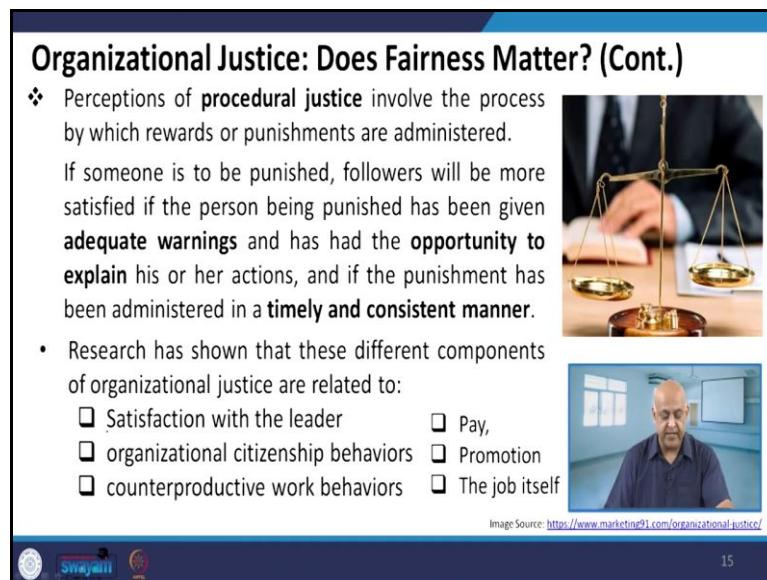
Furthermore, now it will depend on the leader that many times he may share the too much with someone or it will be the two lesser with the someone is there that balancing between these the distribution of these reward distribution of that empowerment or delegations is concerned and that that has to be normalized.

(Refer Slide Time: 25:23)

### Organizational Justice: Does Fairness Matter? (Cont.)

- ❖ Perceptions of **procedural justice** involve the process by which rewards or punishments are administered.  
If someone is to be punished, followers will be more satisfied if the person being punished has been given **adequate warnings** and has had the **opportunity to explain** his or her actions, and if the punishment has been administered in a **timely and consistent manner**.
- Research has shown that these different components of organizational justice are related to:
  - Satisfaction with the leader       Pay,
  - organizational citizenship behaviors       Promotion
  - counterproductive work behaviors       The job itself

Image Source: <https://www.marketing91.com/organizational-justice/>

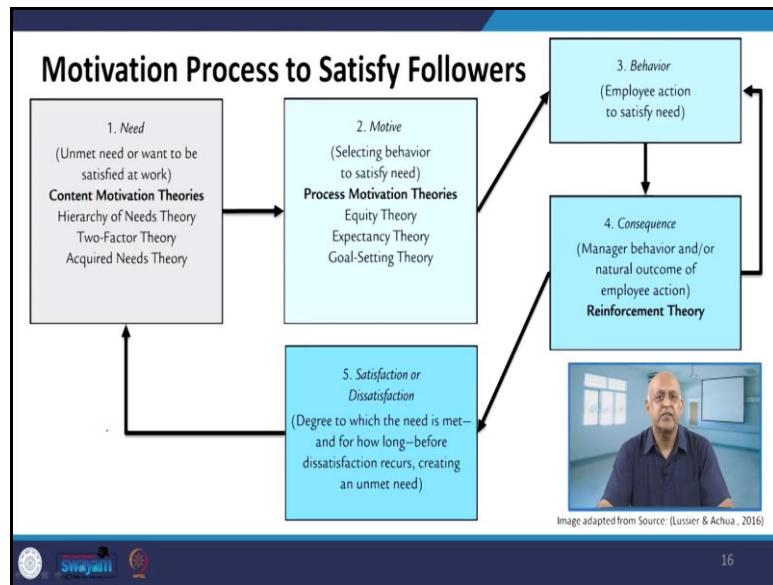


Moreover, therefore, in that case, whenever there is an appropriate, and the job satisfaction is there, they will be the having these particular aspects. Organizational injustice does fairness matter; the perceptions of the independent procedural justice involve the process by which rewards or punishments are administered, and if someone is to be punished, followers will be more satisfied if the person being punished has been given adequate warnings and therefore, in that case, the opportunity to explain his or her actions are there.

Furthermore, if the punishment has been administered in a timely and consistent manner, then definitely, in that case, that is the procedural justice they will create the solutions to that particular the follower's behaviour is there. Moreover, if these three justices, when we talk about distribution to the followers, are concerned and it is judiciously done, and justice is followed, then definitely, in that case, we will find it is the follower satisfaction that is become the higher.

So, research has shown that these three different components of organizational justice are related to satisfaction with the leader, organizational citizenship behaviour, counterproductive work behaviour is there if it is not their pay promotion, and the job itself is there.

**(Refer to Slide Time: 26:30)**



When we talk about the motivation process to satisfy followers as a concern, we have talked about the need is concern that is a need motive behaviour is there. Moreover, whenever we identify the need for this, we have talked about motivation and leadership. Also, there is how this need leads to the motive being there, and once that motive has been achieved, then there will be the behaviour will be reflected accordingly.

As a result, we will find that it is a natural occurrence of employee action reinforcement theory, which will decide the follower's satisfaction. And then again, but it will be applicable for some time as after a certain period, suppose a person is into the A1 category then he goes to the A2 category then again in that category this whole process of motivation will change.

Because of the A2 category they will, the need to change motive will change behaviourally, consequences will be changed, and satisfaction levels will change.

**(Refer to Slide Time: 27:30)**

### Global, Facet, and Life Satisfaction

- Three different types of items typically found on job satisfaction survey:
- ❖ **Global satisfaction** assesses the overall degree to which employees are satisfied with their organization and their job
- ❖ **Facet satisfaction** assess the degree to which employees are satisfied with different aspects of work, such as pay, benefits, promotion policies, working hours and conditions, and the like. People may be relatively satisfied overall but still dissatisfied with certain aspects of work.
- ❖ **Life satisfaction** concerns one's attitudes about life in general
- **Hierarchy effect:** People with longer tenure or in higher positions tend to have higher global and facet satisfaction than those newer or lower in organization.



17

So, when we talk about these particular job satisfaction concepts, we talk about the global satisfaction facet satisfaction, and the life satisfaction is concerned. So, global satisfaction is the overall degree to which employees are satisfied with their organization and jobs. So, therefore definitely, in that case, it is the total satisfaction there in the facility satisfaction is the degree to which the employees are satisfied with the different aspects of work means.

They are the partially somewhere they pay benefits promotion policies working hours and conditions all they are satisfied while the people may be relatively satisfied overall but still disappeared with certain aspects of work is there. So, and the life satisfaction is concerned that is the concerned attitude about the life, in general. Is there an ultimate goal? What should be the leader's goal whenever we discuss satisfaction?

So, it has to be this in the life satisfaction and that that should be the major the consideration by the leader. So that the employees will be able to perform. Here we also have to see that the people with a longer tenure in higher positions tend to have a higher global and facet satisfaction than those newer lower in organizations concerned.

**(Refer Slide Time: 28:41)**

## Outcomes of Satisfaction/Dissatisfaction of Followers

### ❖ Summary of Different Variables Correlated to Job Satisfaction

Variables related to job satisfaction	Direction of relationship	Strength of relationship
Motivation	Positive	Moderate
Organisational citizenship behaviour	Positive	Moderate
Absenteeism	Negative	Weak
Tardiness	Negative	Weak
Withdrawal cognitions	Negative	Strong
Turnover	Negative	Moderate
Heart disease	Negative	Moderate
Perceived stress	Negative	Strong
Pro-union voting	Negative	Moderate
Job performance	Positive	Moderate
Life satisfaction	Positive	Moderate
Mental health	Positive	Moderate



Source: [Sinding et. al., 2018]

18

So, therefore ultimately when we are making the summary of different variables correlated with job satisfaction is there. So, these are the variables related to job satisfaction. In that case, we will find that if this motivation is becoming positive, the strength of a relationship is that is the that has been found the moderate is there. So, here we see different variables related to job satisfaction.

And then if the relationship is positive, we can identify the strength of the leadership is there and if it is this in the direction of the relationship is the negative is there then in most of the cases, it is a moderate or like. Now here to also understand that is how the follower perceives and then if he is perceiving that the variable later job satisfaction which is negative then definitely that will be having the decisive influence on the follower's satisfaction.

**(Refer Slide Time: 29:41)**

## Outcomes of Satisfaction/Dissatisfaction of Followers (Cont.)

### ❖ Satisfaction and Motivation

- A recent meta-analysis of 9 studies and 2,237 workers revealed significant positive relationship b/w motivation and job satisfaction. (Kinicki et. al., 2002)
- Because satisfaction with supervision also was **significantly** correlated with motivation, managers are advised to consider how their behavior affects employee satisfaction.
- Managers can potentially **enhance employees' motivation through** various attempts to **increase job satisfaction.**



Image Source: <https://www.researchgate.net/publication/349097860> Interdependence between Professional Motivation and Satisfaction of the Nursing Staff

19

So, the satisfaction and motivation are significantly correlated because the reflection with supervision was also significantly correlated with motivation managers being advised to consider how their behaviour affects the employee satisfaction. So, managers can potentially enhance employees' motivation through various attempts to increase job satisfaction.

(Refer to Slide Time: 30:02)

## Outcomes of Satisfaction/Dissatisfaction of Followers (Cont.)

### ❖ Satisfaction and Organizational Citizenship Behaviour

- Organizational citizenship behaviors consist of employee behaviors that are beyond the call of duty & Managers certainly would like employees to exhibit these behaviors.
- A meta-analysis covering 6,746 people and 28 separate studies revealed a significant and **moderately positive correlation** between organizational citizenship behaviors and job satisfaction. (Podsakoff et. al.,2000)
- Moreover, additional research demonstrated that employees' citizenship behaviors were determined more by leadership and characteristics of the work environment than by an employee's personality.



20

Furthermore, this satisfaction in organizational citizenship behaviour is the. Now, what is the OCB also is following the rights and duties are concerned. And then when there is satisfaction is there my beyond the call of the duty and manager certainly would like employees to exhibit this behaviour is there. So, therefore it is showing employee engagement also. So, this is a meta-

analysis covering 6746 people, and 28 separate studies revealed a significant and moderately positive correlation.

So, between organizational citizenship behaviour and the jobs, job satisfaction is concerned because, as we have seen, the other variables are there, and some are positive. At the same time, some of them are getting a negative impact on their motivational level. Additional research demonstrates that the employee citizenship behaviour was determined more by leadership and characteristics of the work environment by the employee's personalities are concerned.

**(Refer Slide Time: 30:55)**

The screenshot shows a research paper titled "Mindfulness and Leadership: Communication as a Behavioral Correlate of Leader Mindfulness and Its Effect on Follower Satisfaction". The paper is published in "frontiers in Psychology" (Volume 10, Article 667) on March 29, 2019. The authors are Johannes F. W. Arendt<sup>1</sup>, Armin Pircher Verdorfer<sup>2</sup>, and Katharina G. Kugler<sup>1</sup>. The study is an original research article. The abstract discusses the purpose of investigating the role of mindfulness in leader-follower relationships. A small video thumbnail of a man speaking is visible on the right.

These are additional studies; for example, here is the research paper; mindfulness and leadership communication are behavioural correlations of leader mindfulness, and their effect on the follower's satisfaction is there. I am sure that this particular paper will give you a dimension to think about the leadership relationship is concerned.

**(Refer to Slide Time: 31:18)**

## Research Paper

### Design/methodology/approach

Building on prior research, we hypothesize that leaders' mindfulness is reflected in a specific communication style ("mindfulness in communication"), which is positively related to followers' satisfaction with their leaders. We used nested survey data from 34 leaders and 98 followers from various organizations and tested mediation hypotheses using hierarchical linear modeling.

### Findings

Our hypotheses were confirmed by our data in that leaders' self-reported mindfulness showed a positive relationship with several aspects of followers' satisfaction. This relationship was fully mediated by leaders' mindfulness in communication as perceived by their followers



22

So, this is about this paper, and this will be the findings of this paper.

(Refer to Slide Time: 31:23)

## Case Study : Consolidated Products

- Consolidated Products is a medium-sized manufacturer of consumer products with nonunionized production workers. Ben Samuels was a plant manager for Consolidated Products for 10 years, and he was well liked by the employees.
- They were grateful for the fitness center he built for employees, and they enjoyed the social activities sponsored by the plant several times a year, including company picnics and holiday parties.
- He knew most of the workers by name, & spent part of each day walking in the plant to visit with them & ask about their families/hobbies.
- Ben believed that it was important to treat employees properly so they would have a sense of loyalty to the company.



Case Source: (Gary Yukl, 2020)

25

Moreover, this is a case study. Kindly refer to this particular case study, and then you will understand how in the practical aspects when we have to identify, and that is the type of this satisfaction that the follower requires is concerned. Moreover, here you will find the parameters that managers should introduce for the satisfaction and the increase the performance of the employees concerned.

(Refer to Slide Time: 31:54)

## Book Recommendation

### The Art of Followership:

How Great Followers Create Great Leaders and Organizations

**Authors:** Ronald E Riggio, Ira Chaleff  
and Jean Lipman-Blumen

**Publisher:** Jossey Bass ( A Wiley Imprint)

(January, 2008)

**Language:** English

**Paperback:** 416 Pages

**ISBN-10:** 1955655170

**ISBN-13:** 978-0787996659

## THE ART of FOLLOWERSHIP

How Great Followers  
Create Great Leaders and Organizations

RONALD E. RIGGIO,  
IRA CHALEFF AND  
JEAN LIPMAN-BLUMEN  
EDITORS

FOREWORD BY JAMES MACGREGOR BURNS

*[Signature]*



Image Source: <https://www.amazon.com/Art-Followership-Followers-Leaders-Organizations/dp/0787996653>

32

This is the book, the art of followership, and it is about how great followers create great leaders and organizations are concerned.

**(Refer Slide Time: 32:03)**

## Book Recommendation

- *The Art of Followership* puts dynamic leader-follower interaction at the forefront of discussion. It examines the multiple roles followers play and their often complex relationship to leaders.
- Book outlines how followers contribute to effective leadership and to organizations overall. And defines followership and its myriad meanings.
- *The Art of Followership* explores the practice and research that promote positive followership and reveals the part that followers play in setting the standards and formulating the culture and policies of the group.

## THE ART of FOLLOWERSHIP

How Great Followers  
Create Great Leaders and Organizations

RONALD E. RIGGIO,  
IRA CHALEFF AND  
JEAN LIPMAN-BLUMEN  
EDITORS

FOREWORD BY JAMES MACGREGOR BURNS

*[Signature]*



Image Source: <https://www.amazon.com/Art-Followership-Followers-Leaders-Organizations/dp/0787996653>

33

**(Refer Slide Time: 32:08)**

## References

1. Hacket, R. D. (1989). Work attitudes and employee absenteeism: A synthesis of the literature. *Journal of Occupational Psychology*, 62(3). <https://doi.org/10.1111/j.2044-8325.1989.tb00495.x>
2. Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (2015). Leadership: Enhancing the Lessons of Experience (8th Edition). McGraw Hill.
3. Kinicki, A. J., McKee-Ryan, F. M., Schriesheim, C. A., & Carson, K. P. (2002). Assessing the construct validity of the Job Descriptive Index: A review and meta-analysis. *Journal of Applied Psychology*, 87(1). <https://doi.org/10.1037/0021-9010.87.1.14>
4. Lussier, R. N., & Achua, C. F. (2016). Leadership: Theory, Application, & Skill Development (6th ed.). Cengage Learning
5. Northouse, P. G. (2019). Leadership Theory and Practice Eighth Edition (8th ed.). Sage Publications, Inc.
6. Locke, E. A. (1976). The nature and causes of job satisfaction. In *Handbook of Industrial and Organizational Psychology*.
7. Rai, A. K. (2012). Customer relationship management: Concepts and cases. PHI Learning Pvt. Ltd.



34

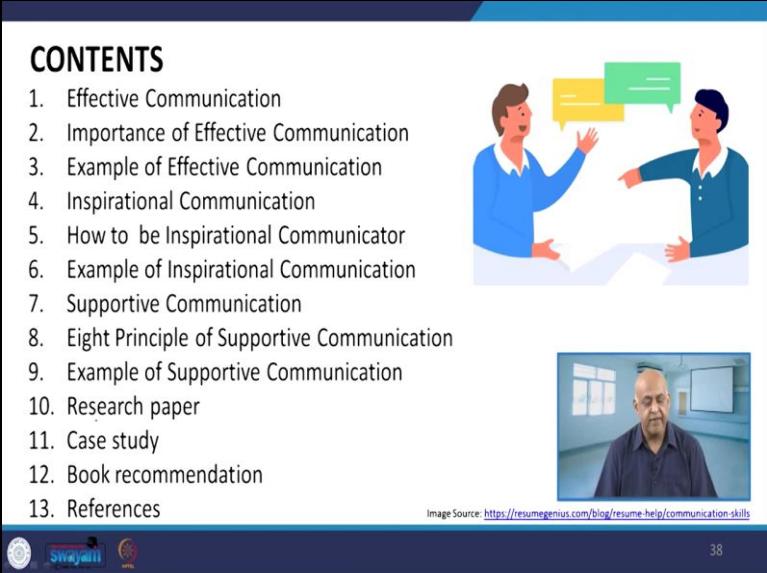
Furthermore, these are the different references you will be able to refer to for this particular study and suggest for your further studies. Moreover, you will be getting all ideas about the follower satisfaction and dimensions to be taken care of by the leader.

**Leadership and Team Effectiveness**  
**Prof. Santhosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology, Roorkee**

**Lecture - 55**  
**The Art of Communication**

In leadership and team effectiveness, the other crucial dimension that makes your leadership more compelling is the art of communication. The way the leader communicates with the followers and then gets motivated and their performance is affected.

**(Refer Slide Time: 00:48)**



**CONTENTS**

1. Effective Communication
2. Importance of Effective Communication
3. Example of Effective Communication
4. Inspirational Communication
5. How to be Inspirational Communicator
6. Example of Inspirational Communication
7. Supportive Communication
8. Eight Principle of Supportive Communication
9. Example of Supportive Communication
10. Research paper
11. Case study
12. Book recommendation
13. References

Image Source: <https://resumegenius.com/blog/resume-help/communication-skills>

So, we will talk about the importance of effectual communication, Examples of effective communication, inspirational communication, how inspirational communicators examples of inspirational communication, and supportive communication. Then the eight principles of supportive communication examples support; then we will take specific examples with this, and then, as usual, we will talk about the research paper, and case studies in the book recommendations are concerned.

**(Refer Slide Time: 01:08)**

“The Art of Communication is  
the language of leadership.”

-James Humes



So, communication is the language of the leadership, and I always emphasize that whenever we are talking about the behaviour, behaviour between any two persons is concerned, then definitely the bridge, the bridge is the communication is there. Communication is not only the mode by which they communicate the message, but in addition to communicating the message, it also reflects your emotional state.

Furthermore, therefore the persons perceive the way you communicate what you communicate are you can use the communication as a mechanism to influence the behaviour of others or not because you see communication influence a lot. Furthermore, therefore, it is not only verbal communication. Even non-verbal communication is also concerned; you will find that it is also affecting you.

So, I will give you an example of the workplace when you find that is your boss though he is not having any verbal communication, his body language and the way he interacts with you, the way he reflects on your behaviour that all will be decided based on that is the how this communication has been placed by between the follower, and the leader is concerned.

**(Refer Slide Time: 02:46)**

## Effective Communication

- Communication is a process by which information is exchanged between individuals through a common system of symbols, signs, or behavior (*Merriam-Webster Dictionary*)
- Communication effectiveness is the degree to which someone tells others something and ensures that they understand what was said (Bass & Stogdill, 1990).
- Effective communication involves the ability to transmit and receive information with a high probability that the intended message is passed from sender to receiver.



Image Source: <https://www.shutterstock.com/image-vector/communication-colorful-typography-banner-overlapping-squares-1398444674>



40

So, we know that effective communication is the information exchanged between individuals through a standard system of symbols science of behaviour is concerned, and it is a degree to which someone tells others something ensures. So, I will not go into much detail about this because it is an essential communication process, and I am sure this much communication knowledge you have about the process of communication is there.

We will see the behavioural aspects of this effective communication. So, it involves the ability to transmit this information with a high probability that the intended message is from sender to receiver.

**(Refer Slide Time: 03:22)**

## Example of Effective Communication

### Google CEO motivational speech

Some of effective ways applied in communication practice by Sundar Pichai

- Use of Humor
- Clarity about the ideas
- Non verbal actions
- Body Language
- Use of Visual Aids
- Moderate Pace of Speech
- Use of whole stage (Continuous movement)



Google CEO Sundar Pichai's I/O 2017 keynote  
Video Source: <https://www.youtube.com/watch?v=vWUcyFnif6U>



42

Now, whenever we talk about the examples of effective communication. So, that is where we will take Google's CEO motivational speech that is a Sundar Pichai is in the 2017 keynote address. So, these are the salient features like that: the use of humour, clarity about the ideas, and then the nonverbal actions that affect the followers. Body language, use of visual aids, moderate pace of speech, and the use of the whole stage continuous movement make him the giving a message. That is how active and energetic the leader is.

(Refer Slide Time: 04:04)

## Inspirational Communication

- One of dictionary meaning of Inspiration is "communication to the spirit"
- Even though everyone can communicate, most people can't communicate in an inspirational way.
- The source of inspirational communication comes from the heart, not the head. It is based on the vision a leader has for his business, and it is conveyed on a level that surpasses and transcends the brain. It is more heart than head. More engaging than informing.
- Inspirational communication is all about creating that energy and motivation to get people to do what you want them to do and follow your lead.



43

When we talk about what inspirational communication is concerned with, one of the dictionary meanings of inspiration is communication to the spirit is concerned. So, this inspirational

communication comes from the heart, not the head. Now you see the way whenever you communicate with your team members. So, that is how you express your thought process, and that is becoming inspirational is there.

So, therefore if the leader if he is very vibrant and energetic, communicates, and the high goals are set, the priorities are decided, and planning is done. So therefore, in that case, the surprises and then it sensitizes the followers' brains. So, if you are slow or the leader is not that much taking an interest in communicating with the followers is concerned, or it is not that the active, energetic and vibrant, then definitely your followers the brain what will your brain, the brain will sleep.

So therefore, in that case, it is essential that is the involvement. Involvement of the leader is a must, and that is why it is said it is more brutal than head and more engaging than informing is there. So, that engagement, engagement of your team members that are very, very important is there. So, inspirational communication is all about creating that energy and motivation to get people to do what you want them to do and follow your lead.

So, therefore always it is essential that is the energy and motivation so that people will perform in the best manner.

(Refer Slide Time: 05:48)

### How to be Inspirational Communicator

- Finding Your Inspirational Side** - The biggest and most important feature of something that is inspirational is in the underlying message of the story. That message uses a powerful belief that moves the audience. In a sense, the belief behind your story is what makes your communication speak to the spirit.
- Something People Can Believe In** - Not every belief will work though. It has to be something your audience can directly relate to. It's also important to make the underlying belief of your story something believable.
- Be Uplifting and Empowering** Your message needs to be positive and uplifting so it leaves the person feeling better than before.
- Articulate your vision** The delivery of your inspiring belief is just as important as the belief itself.

Source: <https://dosomethingcool.net/how-to-be-an-inspirational-communicator/>



44

Now finding the inspirational side, the most significant and essential feature of something that is the inspiration is in the story's underlying message. So, you use a powerful belief that moves the audience and, therefore, your authority and authority on your belief. So, therefore it is not that you are supposed to motivate your followers, which is why you are motivating your followers.

Now whatever you communicate, the follower will feel motivated. So, it should be the intrinsic process rather than the extrinsic process. So, in a sense, the belief behind your story is what makes your communication speak to the spirit is there. Furthermore, that is why it should come from the heart. Something people can believe in; not every belief will work though it must be something your audience can directly relate to.

So, it is also essential to make the underlying belief of your story something believable is there correct. Be uplifting and empowering is there always you see that is the in inspirational communication what the person will perceive that he is the how I can be afflicted how I can make my horizon wide and expanded. So, therefore, in that case, that is uplifting, and the is there, and the empowering is there.

If we are giving that empowerment, we will find that the yes, the person can have, the better the inspirational communication. Articulate your vision; now you see that articulation of the vision because what a leader does right from the beginning, we are talking about is he is creating the vision and directing the followers to achieve that particular vision and goal.

Furthermore, that competency mapping is also the part of your articulation of the vision is there. So, inspiring belief is just as important as the belief itself.

**(Refer Slide Time: 07:48)**

## Example of Inspirational Communication

Three lessons Indra Nooyi shared in her speech

1. Please be a lifelong student and don't lose that curiosity
2. Whatever you do throw yourself into it throw your head heart and hands into it I look at my job not as a job I look at it as a calling as a passion
3. Help others rise, greatness comes not from a position but from helping build the future all of us in positions of power have an obligation to pull others up you know



Never be happy with what you know: Indra Nooyi

Video Source: <https://www.youtube.com/watch?v=24d4fnsOrg>



45

Moreover, if you have that belief in yourself, you will be able to direct your team members towards the achievement of that particular goal. Furthermore, here is an example of inspiration communication: the three lessons that are the Indra Nooyi we shared in speeches now, please be a lifelong student and do not lose that curiosity is the continuous learning process.

Moreover, therefore, in that case, the day the person thinks that I have enough knowledge and the person is intellectually dead. So therefore, in that case, the leader, leader has to pursue he or she should never stop and always try to get that is the whatever his experience is there whatever he is learning is where the sharing of knowledge sharing and then in that case that that in that knowledge sharing the people find many things to learn.

So, there is curiosity is there. So, that is the ok I have to go as I mentioned about the motivational needs also level 1, level 2, level 3, level 4 and then this level is the non-ending level is there. So, that curiosity remains to be always there for the next level. Now whatever you do, throw yourself into it, throw your head, heart and hands into it. I look at my job not as a job; I look at is a calling as a patient is there.

Furthermore, this is always you find it is every successful leader is saying, even the doctor Kalam said that is it is not that I am doing the job. So, I am just what I want to do. I am fulfilling my hobby, and as a result, I am getting my salary. So, in that case, it is a passion; it is a hobby

and not a job somebody is doing. The day you think it is my job which I am doing to earn money and then, in that case, your involvement and engagement with that particular job will be shallow.

So, helping others rise to greatness comes not from a position but from helping build the future; all of us in positions of power must pull others up, you know. Furthermore, this is a message that we are always talking about that what the leader has to give.

**(Refer Slide Time: 09:51)**

### Example of Inspirational Communication

Team Building communication for Chak De India!

- You have seventy minutes.
- In the coming years, no matter what happens, whether you win or lose....no body can take these seventy minutes away from you.
- I am not going to tell you how to play this game. Instead, you will tell me - by playing the game.
- If every player in this team, plays the best hockey of her life...then even God himself cannot take these seventy minutes away from you.

Chak De India Movie Inspirational Communication by Sharukh Khan Playing role of hockey team Coach  
Video Source:  
<https://www.youtube.com/watch?v=xK3x7EOA30s>

The leader has to give this particular message that he is not doing the leadership for his self-interest; he is doing the leadership for the upliftment of others. Like in India, we find it is our prime minister he which is always whenever talks about the upliftment of the society, and therefore we find it is not it is a person who is behind the position; instead, the position is an instrument for the appointment of the society is there.

So, team building communication here the example for the Chak de India movie. So, we find it is where the leader talks about that you have the 70 minutes only exemplary and in the 70 minutes that is at the do or die situation is there. So, no matter what happens, whether you win or lose, nobody can take these 70 minutes away from you. So, therefore you have to give your best, and your whole life is like this drama.

So, this stage where you are having the particular number of years are there they are fixed and therefore in that year that is the nobody should take away those minutes or the years from you and therefore you have to do your best. As a result of which, you find it is the end of the day right then we find it is the yes, we have performed our role, and that is the satisfaction there is the satisfaction which comes from ourselves, within.

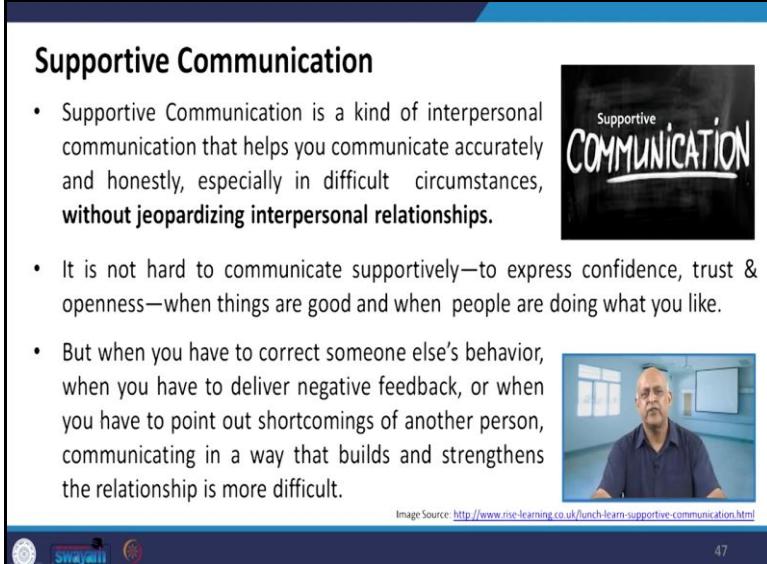
So, therefore I am not going to tell you how to play this game; instead, you will tell me by playing the game. So, therefore it is the demonstration. Demonstration by doing it is not the demonstration just for the purpose or to do the demonstration it is not for the doing sake rather than it is for the perceiving this that particular goal. So, if every player in this team plays the best jockey of our life, you will find it the person will be able to achieve the goal or what we can say the satisfaction is there.

**(Refer Slide Time: 11:55)**

## Supportive Communication

- Supportive Communication is a kind of interpersonal communication that helps you communicate accurately and honestly, especially in difficult circumstances, **without jeopardizing interpersonal relationships.**
- It is not hard to communicate supportively—to express confidence, trust & openness—when things are good and when people are doing what you like.
- But when you have to correct someone else's behavior, when you have to deliver negative feedback, or when you have to point out shortcomings of another person, communicating in a way that builds and strengthens the relationship is more difficult.

Image Source: <http://www.rise-learning.co.uk/fun-learn-supportive-communication.html>



So, in supportive communication, another dimension is supported communication. So, we have seen inspirational communication, and now we will talk about supportive communication; interpersonal communication helps you communicate accurately and honestly. Now you see that your honesty in your communication should reflect right, especially in the difficult circumstances, and it is not that I am with you; I am with you.

Moreover, the person who has to be with you in a difficult situation is there. So, without jeopardizing the interpersonal relationship is concerned and then if the situation demands, the one should be present. It is not hard to communicate supportively to express confidence, trust and openness when things are good and when people are doing what you like. So, therefore you can judge there is no need to take any survey or like this.

Furthermore, therefore whenever your confidence is there, it will be expressed the trust; trust is how do you in the communication that the communicate the trust itself is the reflecting. Moreover, the way you talk to the other person, the person understands whether the person has the trust in me or not. However, when you have to correct someone's else behaviour, when you have to deliver negative feedback or when you have to point out the shortcomings of another person communicating is a way that builds and strengthens the relationship is more difficult is there.

Now here, we have to understand the role of communication here. So, therefore, in that case, whenever we have to take the correct actions right, it is not the question of punishment it is a question of that is that we want to correct the behaviour of others and then, in that case, the way we communicate. So, instead of saying that your weaknesses are this rather than there is a scope of improvement in you in this particular area are concerned. And then definitely, in that case, that will be the communication support is there.

**(Refer Slide Time: 13:48)**

## Eight Principles of Supportive Communication

### 1. Supportive Communication Is Based on Congruence, Not Incongruence

- The best relationships, are based on congruence. That is, what is communicated, verbally and nonverbally, matches exactly what you are thinking and feeling.
- Two kinds of **incongruence** are possible:
  - One is a mismatch between what you are experiencing and what you are aware of. E.g. Deep seeded anger, sadness, or fear
  - Second is a mismatch between what you think or feel and what you communicate. E.g. feeling guilty about one's thoughts or feelings, thinking them to be inappropriate or wrong



So, dear friends, whenever we are talking about business communication, which is true in the supported communication, we have to follow these eight principles; the first principle is that supported communication is based on congruence, not the incongruence is concerned. So, therefore it is always the congruence communicated verbally and non-verbally that matches precisely what you are thinking and feeling.

You see, people understand in your behaviour what you are saying and what you what do you mean and therefore in that case if you mean and you what you say and what you did then in that case definitely if there is a consistency there is a correlation. Then you will be able to develop that particular support for communication, and therefore there is no incongruency.

So, as a result of this, always it is better that is the whatever in the team building specialists and when we are working with our followers then definitely whatever is in our mind that we should create a particular environment where the supportive communication is there. Now the two kinds of incongruence are possible; one is the mismatch between what we are experiencing and what you are aware of.

Furthermore, therefore there is a deep-seated anger, sadness, or fear and somebody asks you why there is something that seems to be wrong right, and then the person says no, there is nothing, I am ok. So, therefore that is incongruence is possible second is a mismatch between what you

think or feel and what you communicate. So, feeling guilty about one's thoughts or thinking them to be inappropriate or wrong is there.

Moreover, therefore, in that case, always pleasant, especially in the team building and working with our superior we should have the congruence and not the incongruence because as soon as if you are having these this type of these inappropriate or wrong the communication or the mismatch is there then definitely that it will affect the interpersonal relationship with your supervisor is concerned.

(Refer Slide Time: 15:48)

### Eight Principles of Supportive Communication (Cont.)

2. Supportive Communication Is Descriptive, Not Evaluative

- **Evaluative communication** makes a judgment or places a label on other individuals or on their behavior: "You are doing it wrong." "You are incompetent." "You messed up."
- **Descriptive communication** is designed to reduce the tendency to evaluate and to perpetuate a defensive interaction. It involves three step:
  - Step 1 : Describe objectively the event, behavior, or circumstance
  - Step 2 : Focus on the behavior and your reaction, not on the other person's attributes.
  - Step 3 : Focus on solutions and avoid discussing who's right or wrong.



49

The second is that supported communication is descriptive and not evaluative. So, evaluative communication makes a judgment or places a level on other individuals or their behaviour. So, you are doing it wrong; you are incompetent, messed up, and therefore, in that case, the evaluative communication is there. So, always please try that is you are not that harsh that is in your communication that is you are always the evaluative judging others right.

So, therefore it is not advisable that if we talk about whether you are incompetent or messed up, you are doing it wrong because you see what you have learned. So far, there is leadership in the followers and communication that has to be the part of building the relationship. It should provide that your communication should not be part of breaking the relationship. So, often the leader, because of their stress and because of the job demands, there is a task demand.

So, what they do is that their communication is distorted and whenever that is this or not non fulfilment of the expectations is there and where the failures are especially. So, in that case, that it is that time of communication right and then that should not be the evaluative communication is to be there right. Furthermore, that evaluative communication is required to have you approach the positive.

It will reduce the tendency to evaluate and perpetuate a defensive interaction. So, it involves three steps describing the event behaviour or circumstances objectively, focusing on the behaviour and your reaction, not on the other person's attributes and the, focusing on the solutions and avoiding discussing who is right or wrong. So, always now, despite focusing on the person, it is better to focus on the event that if anything has been gone wrong, then why it went wrong.

Furthermore, therefore we have to try to understand, analyse and take corrective actions. So, focus on the behaviour and your reaction, not the person's attributes. Moreover, usually what happens you see is that whenever there is a failure, the person attacks the ego of others and, therefore, that is a blunder. So, it will never create this team building is concerned because the people may forget when you are physically attacked.

Nevertheless, whatever the verbal you are taking, they will never forget. So, therefore, in that case, be very careful about this, focus on solutions and avoid discussing who is right, who is wrong and why it happened. So, because you see the progressive leaders, they do not know to go for the post mortem right. So, in that case, it is corrective action, and there is a difference between the feedback and there is a difference between the criticism is there.

So therefore, in that case, it is always better that we give the feedback and the follower leader both understand that if they want to deliver the desired goals, then the next time, these corrective actions are to be taken.

**(Refer Slide Time: 18:58)**

## Eight Principles of Supportive Communication (Cont.)

### 4. Supportive Communication Validates Rather Than Invalidates Individuals

- Validating communication helps people feel **recognized, understood, accepted, and valued**
- Communication that is **invalidating** arouses negative feelings about self-worth, identity, and relationships to others. It denies the presence, uniqueness, or importance of other individuals. You can invalidate people in four main ways.
  - **Superiority-oriented** Communication
  - **Rigidity** in Communication
  - **Indifferences** in Communication (not acknowledge person's existence or importance)
  - **Imperviousness** (not acknowledge the feelings or opinions of the other person.)



Then supported communications are problem-oriented, not person-oriented. Therefore, in that case, focus on the individual and what is the characteristics and not the event focus on this will be the person-oriented communication that is to be avoided. So, what is required to focus on the problems and the solutions rather than on personal traits? Now you see that it is always better for a leader to understand that whatever the failures are there, why these values are there; once you understand the why, I am sure that almost 50% of problems will be solved.

This is the problem rather than you are the problem and the illustrates the difference between the problem and the person's orientation is there right and therefore task event the failures right that is to be discussed and not it is a that who is responsible for this. So, therefore yes, for the performance, the accountability has to be there, but when the account has failed, you have to find out that it is a why and where is the gap.

So, in building positive, supportive relationships, problem-oriented communication should also be linked to the accepted standards or the expectations rather than to personal opinions are concerned, and therefore what is essential for your expectations is to be realistic. So, many times we keep very high expectations. Now so, any parent, if any parents have that very high expectation from their child which he cannot perform.

Then what will be the outcome? The outcome will be that the failure is the mismatch will be there, and therefore, in that case, there will not be any part of this communication which will be helping the person. So, supportive communication validities rather than the individual individuals are there. So, validating communication helps people feel reorganized now, which I was trying to mention in the previous slides. Also, whenever there is a failure, discuss the event and then give the direction.

So, therefore you can reorganize. So, well, getting the communication is there understood accepted and valued is there and understand exactly. Why does it is happened, and then they accept that yes if the child is not able to perform, he will not be able to perform? So, whether you make them cry, you make the hue and cry, and you create the benchmarks and all these things. So, therefore that we have to accept and value it.

The value to the child is the why the child is now. Similarly, in leadership and team effectiveness, we have to understand. However, I understand your question that is the where will be the barrier; there will be a limit where the end of the scope, and that debt is to be decided between the leader and the follower by understanding the limitations and the students the each other.

The communication invalidates negative feelings about self-worth, identity and relationships with others. It denies the uniqueness of the importance of other individuals, which is very sad. So, you can invalidate people in the four main ways: superiority oriented, rigidity in communication, indifference in communication, not acknowledge persons existence or importance, and the imperviousness not acknowledge the feeling or the opinion of the other person concerned.

**(Refer Slide Time: 22:28)**

## Eight Principles of Supportive Communication (Cont.)

5. Supportive Communication Is Specific (Useful), Not Global (Non-useful)
  - The more specific a statement is, the more effective it is in motivating improvement.
  - For example, the statement “**You have trouble managing your time**” is too general to be useful, whereas “**You spent an hour scheduling meetings today when that could have been done by your assistant**” provides specific information that can serve as a basis for behavioral change.
  - Global(non-useful) statements are usually extremes & absolute that lead to defensiveness or disconfirmation
    - E.g. **You never ask for my advice.**
    - **You have no consideration for others' feelings.**
    - **You either do what I say or I'll fire you,**



53

So, then in India, what is to be done that is a respectful egalitarian communication is there opposite of the superiority-oriented communication. When a person with a higher status interacts with a person of lower status, it is there also to have to understand. That is the many times that ego and many times that is the excellent empowerment feeling and that may lead to this type of the issues we have discussed in the previous slide.

So, therefore please understand that is the who is who. Moreover, flexibility in communication is essential for two-way communication; the fourth way to express validation based on the agreement is to identify positive behaviours, attitudes, and the positive consequences—the supportive communication is specific and not global and non-useful. So, the more specific the statement is, the more effective it is in motivating the improvement.

You have trouble managing your time is too general to be valid, whereas you spent on scheduling meetings today when your assistant could have done that. So, therefore, in that case, you see that delegation and empowerment will help you many times. So, those who are helping you, those who are supporters. So, provide specific information that can serve as the basis for behavioural change.

The global non-useful statements are usually extremes and absolute that lead to the defensiveness of the disconfirmation you never ask for my advice; you have no consideration for

others' feelings; you either do what I say, or I will fire you. So, therefore these are the sentences we which are for the forever; this is not like that is the ones you will say and the period will be over, and the person will forget.

(Refer Slide Time: 24:21)

### Eight Principles of Supportive Communication (Cont.)

6. Supportive Communication is Conjunctive, Not Disjunctive

- *Conjunctive communication* is connected to previous messages in some way. It flows smoothly.
- *Disjunctive communication* is disconnected from what was stated before.

7. Supportive Communication Is Owned, Not Disowned

- Taking responsibility for your statements and acknowledging that the source of the ideas is yourself and not another person or group is called *owned communication*.
- *Disowned communication* is suggested when you use third person or first-person-plural words: "We think," "They said," or "One might say."



54

So, therefore be careful by using this particular communication is concerned. So, supportive communication is conjunctive, not disjunctive. So, there is a concern to the previous message somehow; it flows smoothly, and it is disconnected from what was stated before. Supportive communication is owned and not disowned, and therefore take responsibility for the statements you have given. So, the idea is yourself and not another person or group.

So, many times it happens, that is a leader, whenever there is a success, they take the ownership when there is a failure they live to others. So, that is to be avoided. You use the third person first person play rewards we think they said or one might say, and it is our task is there.

(Refer Slide Time: 25:00)

## Eight Principles of Supportive Communication (Cont.)

### 8. Supportive Communication Requires Supportive Listening, Not One-Way Message Delivery

The previous seven attributes of supportive communication all focus on message delivery, where you are the initiator of the communication. But another aspect of supportive communication—**listening and responding effectively** to someone else's statements.

Maier, Solem, and Maier (1973, p. 311) stated:

"In any conversation, the person who talks the most is the one who learns the least about the other person. The good supervisor therefore must become a good listener."



55

Supported communication requires supportive listening; no one-way message delivery is there. Therefore, all focus on message delivery of the initial communication, but another aspect of supporting a combination of listening and responding effectively to someone else's statement is there. So, Maier, Solem and Maier stated that in any conversation, the person who talks the most is the one who learns the least about the other person. Furthermore, the excellent supervisor must also become a good listener.

(Refer Slide Time: 25:31)

## Example of Supportive Communication

A Leader Should Know How to Manage Failure:

APJ Abdul Kalam

- "We thought we were ready for Launch. At four minutes before the satellite launch, the computer began to go through the checklist of items that needed to be checked."*
- "One minute later, the computer program put the launch on hold; But I bypassed the computer, switched to manual mode, and launched the rocket."*
- "In the first stage, everything worked fine. In the second stage, a problem developed. Instead of the satellite going into orbit, the whole rocket system plunged into the Bay of Bengal."*



Dr APJ Abdul Kalam at Wharton India Economic Forum in Philadelphia. Video Source: <https://www.youtube.com/watch?v=H4LjHNViid8>



56

So, this is an example of the supportive communication should know how to manage the failure that Dr APJ Abdul Kalam mentioned; we thought we were ready for launch; four minutes before

the satellite launch, the computer began to go through the checklist of the items that needed to be checked. One minute later, the computer program put the launch on hold, but I bypassed the computer, switched to the manual mode, and launched the rocket.

In the first stage, everything worked fine; in the second stage, a problem developed. Instead of the satellite going into orbit, the whole rocket system plunged into the Bay of Bengal.

**(Refer Slide Time: 26:01)**

### Example of Supportive Communication (Cont.)

**A Leader Should Know How to Manage Failure:**

**APJ Abdul Kalam**

- "Prof. Satish Dhawan, had called a press conference. It was my failure, but instead, he took responsibility for the failure as chairman of the organisation."
- "July 1980, we tried again to launch the satellite – and this time we succeeded. Again, there was a press conference. Prof. Dhawan called me aside and told me, "You conduct the press conference today."
- "I learned a very important lesson that day. When failure occurred, the leader of the organisation owned that failure. When success came, he gave it to his team."

Dr APJ Abdul Kalam (Project Director – Rohini 1979) & Prof. Satish Dhawan (Chairman ISRO-1979)  
Video Source: [https://www.youtube.com/watch?v=Tx\\_uXcRa2c](https://www.youtube.com/watch?v=Tx_uXcRa2c)

Source: <https://dosomethingcool.net/how-to-be-an-inspirational-communicator/>

57

Thus, how to manage the failures in this case that a professor Satish Dhawan had called a press conference about my failure, but instead, he took responsibility for the failure as the chairman of the organization is concerned. In July 1980, we tried again to launch the satellite and this time, we succeeded; again, there was a press conference professor Dhawan called me aside and told me you conducted the press conference today.

I learned a vital lesson that day when a failure occurred, the leader of the organization takes that failure when success comes; he is getting to his team. Furthermore, this is a beautiful and very realistic example that gives us a lesson on how to work with our team members as a leader in the true sense. How one can be an inspirational leader like Dr Kalam.

**(Refer Slide Time: 27:03)**

**Research Paper**



Corporate Communications: An International Journal  
Vol. 19 No. 2, 2014  
pp. 147-165  
© Emerald Group Publishing Limited  
1367-3289  
DOI 10.1108/CCIJ-02-2013-0007

Received 8 February 2013  
Revised 28 May 2013  
Accepted 10 July 2013

**Purpose**  
The concept of "communicative leadership" is used in organisations that analyse and develop leaders' communication competence. A scholarly definition of this concept is lacking, and the implications of leaders' communication and the development of communication competence for organisations are rarely discussed.

**Conceptualizing communicative leadership**  
A framework for analysing and developing leaders' communication competence  
Catrin Johansson  
*Department of Media and Communication, Mid Sweden University, Sundsvall, Sweden*  
Vernon D. Miller  
*Department of Communication and Department of Management, Michigan State University, East Lansing, Michigan, USA, and*  
Solange Hanrin  
*Department of Media and Communication, Mid Sweden University, Sundsvall, Sweden*



58

Here we will talk about these; as usual, the research paper conceptualizes communicative leadership and analyses and develops leaders' communication competence; it talks about right.

**(Refer Slide Time: 27:18)**

**Research Paper**

**Purpose (Cont.)**  
The purpose of this paper is to create a theoretical framework around the concept of "communicative leadership", which can contribute to future research and development of leaders' communication competence.

**Design/methodology/approach**  
Three research questions were addressed: what communicative behaviours are central to leaders? How can "communicative leaders" be characterized? What is a "communicative leader"? Literature from the leadership and communication research fields was reviewed and related to these questions

**Findings** - Four central communicative behaviours of leaders (i.e. structuring, facilitating, relating, and representing), eight principles of communicative leadership, and a tentative definition are presented.



59

Furthermore, you will find that this leadership eight principles of communicative leadership which we have talked about how they are making the applications.

**(Refer Slide Time: 27:26)**

## Case Study : Communication via hierarchy

- Ram is GM (exports) of ABC Co. was sitting with his deputy Shyam who was responsible for exports to Europe at 10 am with a serious issue at hand Their biggest deal in Europe, Alexander, had sent a mail that as the Euro has crashed by 5% and he was already uncompetitive by 5%, he would not be able to place further orders unless ABC Co. reduced prices by minimum 10%.
- Ram has visited Alexander 10 months back, and Alexander was happy with the quality of ABC Co. He exclusively sold its products in five countries of Europe under a joint Indo-French co-brand. At that time ten months ago, Europe had appreciated by 5%, and the raw material was also up.
- Ram requested, in fact pleaded with Alexander for a 3% price increase but, Alexander did not agree.



Case Source: (Batra, 2018)



62

As usual, this case study finally refers to this case study and the answer to the questions given at the end of the case study.

(Refer Slide Time: 27:34)

## Book Recommendation

### Communicate Like a Leader : Connecting Strategically to Coach, Inspire, and Get things done

**Authors:** Dianna Booher  
**Publisher:** Berrett-Koehler Publishers;  
(June, 2017)  
**Language:** English  
**Paperback:** 208 Pages  
**ISBN-10:** 1626569002  
**ISBN-13:** 978-1626569003

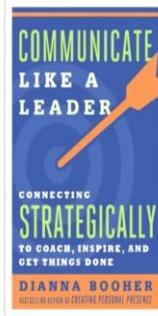


Image Source: <https://www.amazon.in/Communicate-Like-Leader-Connecting-Strategically/dp/1626569002>



66

Moreover, this book may help you understand more about communicating like a leader, connecting strategically to coach, inspiring, and getting things done.

(Refer Slide Time: 27:44)

## References

1. Bass, B. M., & Stogdill, R. M. (1990). Bass & Stogdill's handbook of leadership : theory, research, and managerial applications. Free Press ; Collier Macmillan.
2. Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (2015). Leadership: Enhancing the Lessons of Experience (8th Edition). McGraw Hill.
3. Lussier, R. N., & Achua, C. F. (2016). Leadership: Theory, Application, & Skill Development (6th ed.). Cengage Learning.
4. Maier, N. R. F., A. R. Solem, and A. A. Maier. (1973). Counseling, interviewing, and job contacts. In N. R. F. Maier (Ed.), Psychology of industrial organizations. Boston: Houghton Mifflin.
5. Robbins, S. P., Judge, T. A., & Vohra, N. (2016). Organizational Behavior (16th Edition). Pearson Education Inc.
6. Whetten, D. A., & Cameron, K. S. (2011). Developing management skills (8th ed.). Pearson Education Inc.



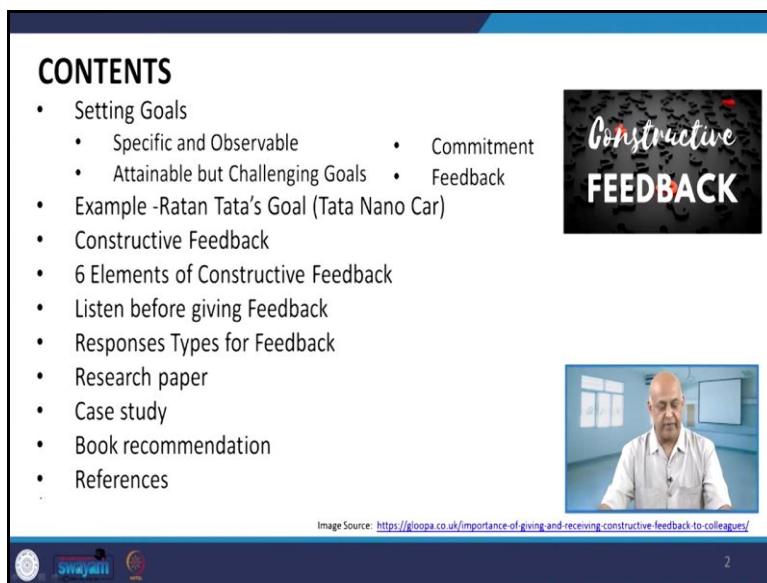
So, this is about the book; these are the references for the study material and future readings. I am sure that interpersonal relationships with your team members with this learning through this session will be very effective; thank you.

**Leadership and Team Effectiveness**  
**Prof. Santhosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology, Roorkee**

**Lecture - 56**  
**Setting Goals and Providing Constructive Feedback**

We are coming towards the end of this particular course, leadership and team effectiveness. So, finally, we talk about how whenever a leader sets the goals right and works with the team, there should be constructive feedback if any corrective actions are to be taken. So, again there will be the setting of goals. So, action, feedback, and corrective actions will be there. So, this will be how this process works that we will be discussing today.

**(Refer Slide Time: 00:57)**



**CONTENTS**

- Setting Goals
  - Specific and Observable
  - Attainable but Challenging Goals
  - Example -Ratan Tata's Goal (Tata Nano Car)
- Commitment
- Feedback
- Constructive Feedback
- 6 Elements of Constructive Feedback
- Listen before giving Feedback
- Responses Types for Feedback
- Research paper
- Case study
- Book recommendation
- References

Image Source: <https://gioopa.co.uk/importance-of-giving-and-receiving-constructive-feedback-to-colleagues/>

So, setting the goals specific and observable attainable but challenging goals commitment and the feedback is there. Here are some examples of the real-time taken that is Ratan Tata's goal related to the Tata Nano car then the constructive feedback and the essential elements six elements of the constructive feedback are there. Moreover, what is expected from the leader and the team members listen before giving feedback and respond to the feedback we will talk about.

Furthermore, as usual, we will talk about the research paper, case studies, and the book recommendations with the references.

(Refer Slide Time: 01:34)

**Setting Goals**

- Setting goals and developing plans of action to attain them are important for individuals and for groups.
- The most important step in accomplishing a personal or group goal is stating it right in the first place.
- When team members all share the same goals and each member clearly understands his or her role in helping achieve the goals, performance is enhanced.
- Setting team goals should be an **inclusive process** (Jones et. al., 2010). The process should allow for open and honest exchange of ideas. Effective teams strive for consensus, consistency, and agreement on team goals.

Image Source: <https://www.derekthomas.biz/2021/01/18/why-goal-setting-isn-t-enough/>

So, this is the first code when a man does not know what harbour is making for and no wind is the right wind is there. Then how we will get the results? Therefore, in that case, it is essential that if the efforts are made, they are made in the right direction.

(Refer Slide Time: 01:54)

**Goals Should Be Specific and Observable**

- General goals do not work as well because they often do not provide enough information regarding which particular behaviors are to be changed or when a clear end state has been attained.
- The idea of having specific goals is closely related to that of having observable goals. It should be clear to everyone when a goal has or has not been reached. Specific, Observable goals are also time limited
- Without time limits for accomplishing goals, there would be very little urgency associated with them.
- Also, there wouldn't be a finite point at which it is clear whether a person or group has accomplished the goals.  
*For example, it is better to set a goal of improving the next quarter's sales figures than just improving sales.*

For this purpose, setting goals in developing plans of action there are essential for individual and for the groups is there. The whole organization is working for a particular vision, and the data

vision has to be matched with the objectives, goals, strategies, policies, and rules. So, in that case, that direction is provided by the particular vision statement of the organization.

Furthermore, when this vision statement has the matching with the goals. So, therefore the leader's essential job becomes setting the goals. So, and then accordingly, the plan is to attend them so that the ultimate objective of the team's formation is achieved. Whenever the team members are accomplishing a personal or group goal is also essential is there. Because, unless and until any individual or employee does not find any matching with his personal goals with the organizational goals, he will not continue in the organization for a long time.

So, that must be the all the individual goals, team goals organizational goals should have the expected share of the goals. And then every member of the team is working with this particular understanding that is the when he is helping to achieve the organizational goals simultaneously he can achieve his own goals. So, these are setting team goals that should be an inclusive process.

**(Refer Slide Time: 03:33)**

### Specific and Observable Goals – Case of Tata Nano

- The “One Lakh Car” that drive “One Billion Dreams”
- Idea Generation** – *“I saw families riding around on scooters with kids standing up and the mother carrying a baby and sitting pillion and decided to do something about it. It started as a quest for an affordable transportation solution”* –Ratan Tata
- The goal for the Tata Nano was to sell the world’s cheapest car (*without compromising on safety, quality and environment*) to the lower and middle-income segments in India.

Image Source: <https://www.news18.com/news/auto/industrialist-ratan-tata-is-still-proud-of-his-tata-nano-affordable-car-project-heres-why-2525073.html>

Swayam

So, it has been seen that earlier, the leaders felt that it was the leader's responsibility to set the goals. However, now we see that the inclusive process is there. Moreover, whenever we talk about the inclusive process, all members' opinions are considered, and then the ultimate responsibility of fixing the goals will remain with the leader.

Nevertheless, whatever goal will be decided by the leader, that goal will be with the mutual consent of every member. Whenever any goal is decided with the inclusive process, that will help minimize the conflict and maximize the team effectiveness. Now, when the goals are to be very specific, observable, realistic, and achievable. So, therefore in that case, when the leader leadership creates this inclusive process should be very careful.

He should find out that is the basis of his experience. He should be able to identify whatever the goals are to be decided, what will be the strengths and weaknesses of that particular goal is there. Moreover, whether they are achievable or they are not achievable is there. The goals can be verifiable and non-verifiable; the leader should take responsibility for verifying the goals.

Now, here again, the question will arise: how this process of the fixing of goal is to be carried on. Now there should be any time limit to be there. And then, if the time limit is there, what will be the time limit for accomplishing these particular goals are there. So, naturally, we have discussed the number of cases there. We have found that any project will be accomplished with the given quality time, and the cost is there. So, every goal is also associated with this quality time and cost.

**(Refer Slide Time: 05:34)**

### Goals Should Be Attainable but Challenging

- Some people seem to treat goals as a sort of loyalty oath they must pass, as if it would be a break with their ideals or reflect insufficient motivation if any but the loftiest goals were set. Yet to be useful, goals must be realistic
- The corollary to the preceding point is that goals should also be challenging. If goals merely needed to be attainable, then there would be nothing wrong with setting goals so easy that accomplishing them would be virtually guaranteed.
- Setting easy goals does not result in high levels of performance; higher levels of performance come about when goals stretch and inspire people toward doing more than they thought they could.
- Goals need to be challenging but attainable to get the best out of ourselves.



7

So, very clear that a road map has to be designed by these leaders. So that the milestones of this road map can be achieved timely, each member knows what the time limit for achieving their particular goal is. Now the fascinating case study is taken that is the case of the Tata Nano is taken. And then you see that it is not only a commercial project; it is a dream's fulfilment, and the dream is like the car that drives the one billion dreams.

So, therefore in that in that case, it is becoming imperative that is then when we have the goal fixation exercise then how we will ensure that your goal has that extraordinary quality and that particular achievement which the organization is looking for. For that purpose, there should be the idea generation, and therefore, for any goal right which you fix, there should be having the dream is to be there.

Furthermore, when there is a dream and then changing that particular dream, the employees or team members will make their 100% efforts. So, therefore it is the riding around on scooters with kids standing up and the mother carrying a baby and sitting pillion and decided to do something about it. It started as a quest for an affordable transportation solution is there. The goal for the Tata Nano was to sell the world's cheapest car without compromising on safety, quality and environment is there.

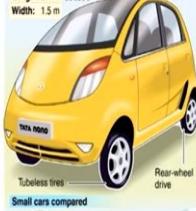
So, these were the parameters, these were the dimensions and based on these dimensions, this was decided that whatever the product will be developed has to be very safe, and one lakh rupees does not mean that any quality can be compromised. Furthermore, another factor that has been very clearly mentioned was the environment.

**(Refer Slide Time: 07:35)**

## Attainable but Challenging Goals – Case of Tata Nano

**The world's cheapest car**

The Tata Nano is being marketed as the affordable car for millions of Indians.



**Tata Nano**

- Height: 1.6 m
- Length: 3.1 m
- Width: 1.5 m
- Price: US\$2,000 (basic model)
- Cost saving: Single windshield wiper, no air conditioning, radio, power steering
- Rear-mounted engine: 2-cylinder petrol, 623 cc
- Top speed: 105 km/h
- Capacity: 5 people
- Maker: Tata Motors
- Safety: All sheet-metal body, seat belts
- Launch: March 23
- Rear-wheel drive
- Tubeless tires
- Small cars compared
- To go on sale in April
- Two versions first introduced in 2002
- US\$11,200
- Plus one of a kind...
- Manufactured in the early 60s
- Only 100 ever produced

Image Source: <https://app.enaze.com/@AFTILWWH4>

- The goal to make the cheapest car in the world was attainable yet very challenging.
- The developers had to do lot of innovation while considering to keep the car have five people capacity
- R&D Team did many innovations for the car like two piston engine for cars, rear wheel drive with real placement of engine.
- Adding all the features at minimum possible cost was the real challenge.



Image Source: <https://app.enaze.com/@AFTILWWH4>

So, it should be the environment friendly; it should not be that is the when you are reducing the cost of the car, and then it is becoming hazardous to the environment. So, the goal should be, in that case, as I mentioned that is attainable, but yes, attainable does not mean that they are the just a formality of other loyalty, or they must pass as it should be a break with their ideal reflecting insufficient motivation it should break their insufficient motivation is there.

So, this insufficient motivation will be to break it is required it should be challenging; otherwise, there will be no movement. So, if any but the loftiest goal were set yet to be worthwhile, a goal must be realistic. Furthermore, the corollary to the primary point is that the goal should also be challenging. So, until the goal is not challenging, not much effort will be made.

If this is in human nature, if anybody finds it is a goal that is easily achievable, then it the natural that the person will be relaxed, and therefore, in that case, the quality may be get affected. So, therefore it is very much important that the person be motivated. Motivated by that particular challenge does not result in high-performance levels. So, a higher level of performance comes about when goals stretch and inspire people to do more than they thought they could.

So, if fixing the goal is not, that will be very highly performance-oriented. So, for that purpose, they must require that they could stretch themselves to achieve that particular goal is there. So, it

is always said that it is the not low aim one should keep always it should keep the very high aims there.

(Refer Slide Time: 09:35)

### Commitment – Case of Tata Nano

- Tata Motors first setup plant in **Singur**, West Bengal. But, the project faced massive opposition from displaced farmers. The unwilling farmers were given political support by West Bengal's then opposition party TMC and various environmental activists .
- Just before the launch, they were compelled to close the plant. Ratan Tata blamed agitation by that time chief minister and supporters for the pullout decision
- But the group remained committed to attaining the goal and decided to shift the plant to **Sanand, Gujarat** after warm welcome from then CM of Gujarat Narendra Modi
- It took **14 months** to build a **new factory** in Sanand, Gujarat compared to **28 months** for old the Singur factory.



1952 KM journey from Singur to Sanand  
Image Source: <https://www.google.com/maps>

Furthermore, now in this particular case study, we see that easy to make the cheapest car in the world, and the developers had to make many innovations while considering to keep the car have the five people capacity is there. Furthermore, the R and D team did many innovations for the car, like two pistol engines for the call car and wheel drive with the natural replacement of the engine; this is about that particular case study, and the minimum possible cost was the real challenge was there.

(Refer Slide Time: 10:03)

## Goals Require Feedback

- One of the most effective ways to improve any kind of performance is to provide feedback about how closely a person's behavior matches some criterion, and research shows that performance is much higher when goals are accompanied by feedback than when either goals or feedback are used alone.
- Goals that are specific, observable, and time limited are **conducive** to ongoing assessment and performance-based feedback, and leaders and followers should strive to provide and seek regular feedback.
- In case feedback regarding goals are **not taken care** of, it may have **devastating effects** on achievement of the goal, even may lead to complete failure, thus use of feedback constructively is required.



11



Furthermore, we have talked about leadership, employee commitment, and employee engagement. So therefore, in that case, whenever any goal is decided and when it is a challenging goal, as we have discussed, the goal has to be challenging; then, in that case, the exceptionally high commitment of the employees is required. If the employees do not have that hundred per cent commitment to their goal achievement, the projects are often failed.

So, there is nothing magical about having goals, and therefore many people will find it is they are appearing in us very competitive examinations, but they are not successful because just appearing in the examination will not be enough. So, similarly so, only fixation on the goal they did does not give a guarantee of success. So, it has to be real human commitment, and that commitment by these team members, especially now, will lead to the path of success.

So, goal statements are mere words and many times, we find that we visit the organizations and there. Are the statements there. Furthermore, when we interact with the organizations, it is not there. There is no match between those words you have written on these vision-mission statements and what the employees are doing exactly. So, therefore top leadership needs to make clear that it is willing to put its money into a goal, and therefore, in that case, there is an investment, and it is not only the case of the money, it is also the case of the emotions.

So, whenever the leader in fixing any particular goal, as we have seen in the case of the Nano car that is it was not the question of the investment of money, but it was the question of the dream achievement by Mr Ratan Tata for the creation of such a car which will be helpful for this typical size and the class of the families.

(Refer Slide Time: 12:03)

### Commitment – Case of Tata Nano

- Tata Motors first setup plant in **Singur**, West Bengal. But, the project faced massive opposition from displaced farmers. The unwilling farmers were given political support by West Bengal's then opposition party TMC and various environmental activists .
- Just before the launch, they were compelled to close the plant. Ratan Tata blamed agitation by that time chief minister and supporters for the pullout decision
- But the group remained committed to attaining the goal and decided to shift the plant to **Sanand, Gujarat** after warm welcome from then CM of Gujarat Narendra Modi
- It took **14 months** to build a **new factory** in Sanand, Gujarat compared to **28 months** for old the **Singur factory**.

1952 KM journey from Singur to Sanand  
Image Source: <https://www.google.com/maps>

When top leadership sets goals, it should always be provided with the right directions. Furthermore, therefore, in that case, whenever the proper directions are provided, and with the help of the concerning the all the members are, the project managers project team is there. And then definitely we will find that is the commitment of the employees then that has made this particular project successful. So, first, they set up the plant in Singapore, West Bengal, but the project faced massive opposition from the displaced farmers.

So, therefore then political support by West Bengal then, the position party thermal congress and various environmental activists were involved, and as a result of which, just before the launch, they were compelled to close the plant, and Ratan Tata blamed agitation by that time of the chief minister and the supporters for the pull out the decisions is there. Nevertheless, the group remained committed to attaining the goal.

Furthermore, they decided to shift the plan to Sanand Gujarat after the warm welcome from the CM of Gujarat, Narendra Modi, was there. So, it took 14 months to build a new factory in Sanand Gujarat compared to 28 months for the old single factory.

(Refer to Slide Time: 13:16)

### Goals Require Feedback

- One of the most effective ways to improve any kind of performance is to provide feedback about how closely a person's behavior matches some criterion, and research shows that performance is much higher when goals are accompanied by feedback than when either goals or feedback are used alone.
- Goals that are specific, observable, and time limited are **conducive** to ongoing assessment and performance-based feedback, and leaders and followers should strive to provide and seek regular feedback.
- In case feedback regarding goals are **not taken care of**, it may have **devastating effects** on achievement of the goal, even may lead to complete failure, thus use of feedback constructively is required.



11

So, therefore this particular commitment was that this car is to be manufactured by this Tata group and under the dynamic leadership of Mr Rathan Tata. So, therefore one of the most effective ways to improve any kind of performance is to provide feedback about how closely a person's behaviour matches some criteria. Furthermore, the research shows that performance is much higher when goals are accompanied by feedback than when either goals or feedback are used alone.

So, therefore this is always a continuous improvement process and whenever behaviour matches some criteria. So, then definitely, in that case, the goals are accompanied by this particular feedback goal that is specific observable and time-limited is the condition for ongoing assessment, and performance-based feedback is there. Furthermore, these leaders and their followers should strive to provide and seek regular feedback.

Furthermore, when you have continuous constructive feedback, the leader has a vision based on the feedback. If any amendment is to be taken or any changes are to be made. So, if the feedback

regarding goals is not taken care of, that disgusting effect will be there furthermore, because you see that many times, for example, I mentioned the parameters of the time cost and quality.

Furthermore, if there is an alarming situation where the cost is to be increased, then if the debt feedback is not noticed, we can see that is what happens to the project, and we already know many projects because whatever the feedback was coming that was ignored and as a result of which the project is half done, and it is not completed. So, it becomes very, very important, and it is the before we go to the complete failure of any particular project, it is better that is we understand that is what are the reasons are there for which we can take the corrective actions.

(Refer to Slide Time: 15:20)

### Feedback Ignorance – Case of Tata Nano

- **Fire issue in Tata Nano**  
Although the company do increase safety parameters but it was not constructively used by the marketing team to correct the “**unsafe**” perception for Nano.
- **Ignorance of Marketing Feedback**  
Another major issue which Tata Nano Marketing team failed to constructively utilized was making the image of Nano to be the “**Cheap**”.  
India is young and aspirational country where owning a car is think of a luxury and no one wish to be looked upon as a person who can’t afford a car but still want “**Cheap**” car. Instead such people found it better to buy other model’s used cars

Image Source: <https://www.motorebeam.com/mobile-world-tata-nano-caused-tata-nano-fire/>

Image Source: <https://www.indiatimes.com/india/why-did-the-new-catch-fire-413179.html>

12

So, they were the feedback ignorance, then there were the fire issues in Tata Nano, and then there were unsafe perceptions. Furthermore, therefore the ignorance of the marketing feedback was done. So therefore, in that case, it is that image building of this particular case that has been considered.

(Refer Slide Time: 15:44)

## Constructive Feedback

- Feedback is information about reactions to a product or a person's performance of a task which may be used as a basis for improvement.
- **Constructive feedback** is meant to help improve the performance of an individual or a team, and shouldn't be used to tear them down.
- Giving constructive feedback involves sharing information or perceptions with another about the nature, quality, or impact of that person's behavior.
- Getting helpful feedback is essential to a subordinate's performance and development. Without feedback, a subordinate will not be able to tell whether she's doing a good job or whether her abrasiveness is turning people off and hurting her chances for promotion.



Therefore, what is essential is constructive feedback is important. So, feedback is information about the reactions to a product or a person's performance of a task that may be used as a basis for improvement. So, we have been talking since the beginning that it is about the corrective actions, and in the corrective actions, then, that is the performance that has to be used as a basis for improvement.

So, constitutive feedback is meant to help improve the performance of an individual or a team, and it should not be used to tear them down is there. It is to be understood that there is a difference between criticism and constructive feedback. So, whenever we are talking about constructive feedback, it has been communicated, understood, and implemented in such a way.

So, therefore the team is not let down. So therefore, in that case, the team members and leaders should be conscientious while interacting with each other so that they do not criticize rather than go for constructive feedback. So, sharing information or perceptions with another about the natural quality or impact of that person's behaviour and getting helpful feedback is essential to a subordinate's performance and development.

Similarly, when the team members are giving feedback to the leader. So, a leader will take the correct action; the leader will also give the feedback to the team members and their performance where they are required to develop, then essential steps will be taken. So, without feedback, a

subordinate will not be able to tell whether he or she is doing a good job or whether her or his business is turning people off and hurting her chances for the promotion is there.

So, naturally, it has been seen in the organizations that are for the Taylor planning is concerned promotion is concerned transfer is concerned. And then, in that case, the boss has not communicated anything to the subordinate, and then his decisions come as a surprise to the subordinate is there.

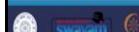
(Refer Slide Time: 17:46)

## 6 Elements of Constructive Feedback

- 1. Helpful**  
“I got better scores when I was going through this program than you just did.”  
“This seems to be a difficult area for you. What can I do to help you master it better?”
- 2. Direct**  
“It’s important that we all speak loud enough to be heard in meetings.”  
“I had a difficult time hearing you in the meeting because you were speaking in such a soft voice.”
- 3. Specific**  
“Since you came to work for us, your work has been good.”  
“I really like the initiative and resourcefulness you showed in solving our scheduling problem.”



14



So, why did it happen that this superior has not given any hint, or we can say the feedback in this context to the subordinate that is the way he is working that is required to be changed, or their improvements are required. So, keeping in mind this type of motivation and demotivation both in the presence and absence of constructive feedback, these six elements are to be noticed.

The first one is the help is there. So, an excellent example is given I got better scores when I was going through this program than you just did, and this seems to be a complex area for you; what can I do to help you master it better. Moreover, in that case, you will find it is the approach, and it approaches to helping others, and therefore, in that case, we have given the feedback also and simultaneously we have communicated that is to improve your performance how I can be helpful to you.

Then the direct is another element; it is essential that we also speak loud enough to be heard in meetings. So, we should be able to put our points firmly, and I had difficulty hearing you in the meeting because you spoke in such a soft voice. So, therefore, in that case, direct constructive feedback is there, which is to be told. So, many times, there are team members and other leaders whose voice is so low or, therefore, the message is not communicated correctly.

So, and especially in the case of the meetings are concerned. Furthermore, since you come to work for us, your work has been good. I like the initiative and resourcefulness you should in solving our scheduling problem is there. Furthermore, therefore we can find that you must give a message specifically. So, therefore there is no doubt that is how the person will be, you know, working and taking the actions.

(Refer to Slide Time: 19:49)

## 6 Elements of Constructive Feedback

4. Descriptive  
“I’m getting tired of your rudeness and disinterest when others are talking.”  
“You weren’t looking at anyone else when they were talking, which gave the impression you were bored. Is that how you were feeling?”

5. Timely  
“Mr. J, I think I need to tell you about an impression you made on me in the staff meeting last month.”  
“Joe, do you have a minute? I was confused by something you said in the meeting this morning.”

6. Flexible  
Although feedback is best when it is timely, sometimes waiting is preferable instead of giving feedback at the earliest opportunity.



15

So, now the descriptive type of the element in the constructive feedback is that I am getting tired of your rudeness and this interest when others are talking ah. So, you were not looking at anyone else when they were talking, which gave the impression that you were bored is; that how you were feeling. So therefore, in that case, the message is given. Nevertheless, the way the message is given despite the criticism that you are looking at the rudeness and disinterest.

It seems that you were bored and that how if that was how you are feeling. Another critical point is that it should be time before it becomes too late. Timely we are giving that particular

constructive feedback is there. So, Mr J, I need to tell you about an impression you made on me in the stop meeting last month, right, and Joe, do you have a minute? I was confused by something you said in the meeting this morning is there.

So, therefore, in that case, you see that is, and if we are giving them constructive feedback and then, in that case, you are also protecting the other person's ego. Moreover, when you protect the ego of the other person, then things will be more clarified, and the team building will not be affected. Moreover, the last element of the constitutive feedback is that it is about flexibility. So, although feedback is best when it is timely, sometimes waiting is preferable instead of giving feedback at the earliest opportunity.

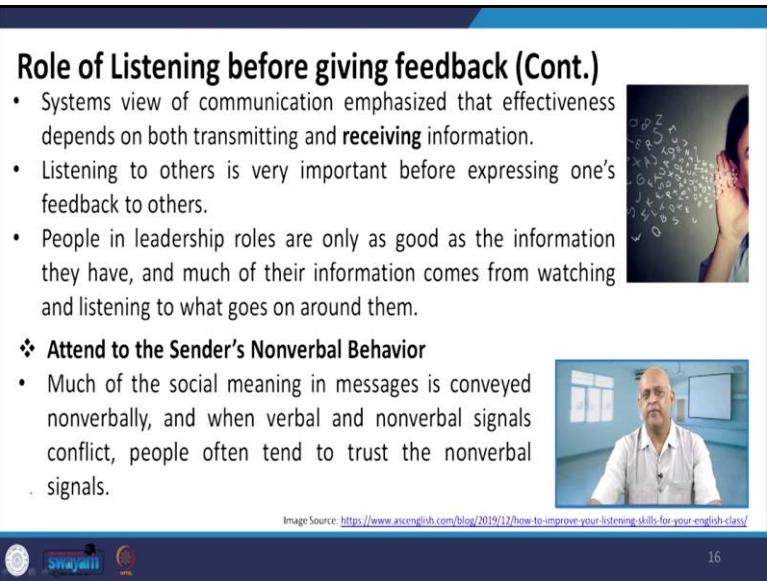
So, many times you also have to see the time, the place, and the manner of communicating that constructive feedback is there. So, therefore you have to be flexible; you should not be dead direct; there is an immediately you are giving the feedback is there. So, therefore in that case, when we take care of the six elements of the constructive feedback, then definitely in that case those feelings and emotions of your team members will be strong, and they will have a little better understanding.

**(Refer Slide Time: 21:48)**

### Role of Listening before giving feedback (Cont.)

- Systems view of communication emphasized that effectiveness depends on both transmitting and **receiving** information.
- Listening to others is very important before expressing one's feedback to others.
- People in leadership roles are only as good as the information they have, and much of their information comes from watching and listening to what goes on around them.
  - ❖ **Attend to the Sender's Nonverbal Behavior**
  - Much of the social meaning in messages is conveyed nonverbally, and when verbal and nonverbal signals conflict, people often tend to trust the nonverbal signals.

Image Source: <https://www.ascenglish.com/blog/2019/12/how-to-improve-your-listening-skills-for-your-english-class/>



Now we will talk about the role of listening before giving the feedback is there. Furthermore, the systems view of communication emphasizes that effectiveness depends on transmitting and

receiving information. It is not only the one where that is the transmitting, and then you are not sure that is the in the other person has received the information out because in the communication process we know that is a sender-receiver and the feedback is there.

So therefore, in that case, if receiving the information is not done, then it will be challenging to listen to this before expressing once feedback to others is there. Furthermore, many people are very fast in first giving the feedback, but what is essential is let us have some patience and listen to the other person. Our feedback might be a different dimension than what reality is.

So, people in leadership roles are only as good as their information, and much of their information comes from watching and listening to what goes on around them. So therefore, in that case, it is essential that is whatever the information right. So, therefore that has to be more correct and then in that is the leader should be also very careful in the watching and listening to others.

Not into the sentence nonverbal behaviour, we have talked about in communication earlier that there can be verbal and nonverbal messages. So, much of the social meaning in a message is conveyed nonverbally, and when verbal and nonverbal signals conflict, people often tend to trust that the non-verbal sickness signals are there. So, therefore always use your body language, tone or pitch of voice and the way your kinesics is there body language is there.

**(Refer Slide Time: 23:45)**

## **Role of Listening before giving feedback (Cont.)**

### **❖ Demonstrate Nonverbally That You Are Listening**

- Make sure your nonverbal behaviors show that you have turned your attention entirely to the speaker.
- Put aside, both mentally and physically, other work they may have been engaged in.

### **❖ Actively Interpret the Sender's Message**

- The essence of active listening is trying to understand what the sender means
- We need to keep our minds open to the sender's ideas.
- Good listeners withhold judgment about the sender's ideas until they have heard the entire message. This way, they avoid sending the message that their minds are made up and avoid jumping to conclusions about what the sender is going to say



17

And then accordingly, the person will receive your feedback rather than verbally you might be saying that is I trust, but if your body language is this that is whatever you are saying and whatever you have in your mind is not matching, the person will have the doubt. So, listening before giving feedback is essential when demonstrating nonverbally that you are listening is there. Make sure your non-verbal behaviour show that you have turned your attention entirely to the speaker is there.

So, put aside mentally and physically other work they may have been engaged in. So therefore, in that case, that is why many times you find in the meetings, and we have taken the examples also in the previous slides. Whenever the leader finds that the member is not taking an interest and then, in that case, the way he is communicating, that becomes very important.

So, that may be the mentally or physically your team member who requires different suggestions. So, therefore, in that case, they should be engaged in communicating the appropriate appropriateness of the message and interpreting the sender's message. So, the essence of active listening is understanding what the centre means. So, we need to keep our minds open to the sender's ideas.

So, good listeners withhold a judgment about the sender's ideas until they have heard the entire message. This has been seen practically that those who are the good listeners are there. So,

therefore they do not give immediate judgment; they think about it, and they learn they understand that is the message behind what has been told and what has not been told.

So, they have heard the entire message this way. They avoid sending the message that their minds are made up of and avoid. So, jumping to conclusions about what the sender is going to say. So, many times even the people are not allowed to complete your sentence or the what the leader wants to talk about because they have certain perceptions and biases, and as a result, they jump to the conclusion that is to be avoided.

**(Refer Slide Time: 25:46)**

### Role of Listening before giving feedback (Cont.)

- ❖ **Use Paraphrasing words for ensuring Mutual Understanding**
  - I'm not sure I understand what you mean; is it . . . ?     • Do you mean . . . ?
  - What I hear you saying is . . .                                 • It seems you . . .
  - From your point of view . . .                                 • As you see it . . .
  - You appear to be feeling . . .                                 • You think . . .
  - Correct me if I'm wrong, but . . .                             • I get the impression . . .
- ❖ **Avoid Becoming Defensive**
  - Defensive behavior is most likely to occur when someone feels threatened. Although it may seem natural to become defensive when criticized, defensiveness lessens a person's ability to constructively use information.



18

Use paraphrasing words to ensure mutual understanding. I am, for example, given that I am not sure I understand what you mean. Is it right? So, do you mean, so, what I hear you saying is it seems you from your point of view as you appear to be feeling you think, correct me if I am wrong, but I get the impression? So, therefore, in that case, you find that these are the ways to communicate, and when you communicate like this with these sentences, it will create a different impression.

So, make sure that you have to ensure that you are using the paraphrasing verse whenever you are having this type of communication. So that the mutual understanding between the sender and receiver does not disturb, and then they both can maintain that understanding is there. Moreover

yeah, these are particular art that will build a better relationship amongst the team and among the team members and between the team members and the leader.

It has often been seen that people become defensive right because if the constructive feedback is in the form of this criticism, then definitely, in that case, the people find it is the and somebody is attacking. So, defensive behaviour is more likely to occur when someone feels threatened; that is the message given to him that says that if you do not improve, you will not be a team member.

So, therefore when becoming defensive and criticizing defensiveness, a person's ability to constructively use the information is there. Now you see that when the person becomes defensive, he becomes careful. Furthermore, when the person becomes careful, it affects his ability.

**(Refer Slide Time: 27:43)**

### Response Types for Feedback

- People do not know they are being listened to unless you make some type of response.
- This can be simple eye contact and nonverbal responsiveness such as smiles, nods, and eye contact.
- However, when you coach or counsel someone, you also must select carefully from a repertoire of verbal response alternatives which clarify the communication as well as strengthen the interpersonal relationship.
- There are four major types of Responses:
  - ❖ Advising
  - ❖ Deflecting
  - ❖ Probing
  - ❖ Reflecting



19

Because then they whatever suppose simple example he wants to take a particular risk. So that the project can be completed in time, he will not be able to do that particular project. So, therefore what is the response type of the feedback is required. So, then again, there is a question of R and R: whether you react or respond. So, therefore in the case of the whenever there. Is feedback there? You have to respond to that feedback people do not know they are being listened to unless you make some of the responses there.

A simple example is the nodding of the head, is there, or the verbal confirmation is there, or the return confirmation is there. So, the people understand that what has been told has been released to you. This can be simple eye contact and nonverbal responsiveness such as smiles, nods, and eye contact that can also be possible. However, when we coach or consult someone, we must also select a reporter for verbal response alternatives that clarify the communication and strengthen the interpersonal relationship.

So therefore, in that case, whenever you are supposed to respond, you can use advising, deflect probing and reflecting. Furthermore, therefore, in that case, the responses can be articulated and designed. So, this is the appropriate response when you have this articulation and designing. For example, the advising is concerned. So, whenever there is a need for the advising, we have taken the example.

In the case of the helpful and the case of the helpful video advice, that is whether I can find it helpful to you or how you can use your resources. So, therefore here, you will find that this type of these response they will be taken very positively. In advising and deflecting, and in the case of the deflecting, that will be creating the more on this communication which we which will be not having the direct approach.

(Refer Slide Time: 29:44)

### Response Types for Feedback

- ❖ Advising
  - An advising response provides direction, evaluation, personal opinion, or instructions. Such a response imposes on the other person your point of view, and it allows you to control the topic of conversation
- ❖ Deflecting
  - A deflecting response switches the focus from the communicator's problem to one you select. You deflect attention away from the original problem or the original statement.
  - You essentially changes the subject. You may substitute your own experience for that of the other person (e.g., "Let me tell you something similar that happened to me") or introduce an entirely new topic (e.g., "That reminds me of the time that...").



20

Furthermore, therefore, in that case, whenever the response is given by the leader to the team members right then, that might be the deviating, and therefore that may be away from the original problem, or the original statement is there. So, it is indispensable as we have taken in the six elements of this feedback about the direct. So, we should avoid deflating, and we should be very much direct.

So that the person to whom we are giving that particular response can connect with his activities, and if these types of direct responses are given despite this deflecting, then definitely the members they will be having the more and more the positive approaches are there. Now, when we; may substitute our own experience for that of the other person, something similar happened to me or introduced an entirely new topic that reminds me of the time. So, then, in that case, you are making the deflection is there.

(Refer to Slide Time: 30:46)

### Response Types for Feedback (Cont.)

❖ **Probing**

- A probing response asks a question about what the other person just said or about the problem he or she has shared.
- The intent of a probe is to acquire additional information, to help the other person say more about the topic, to help you become more empathetic with more insight, or to help you develop more appropriate responses.

TYPE OF PROBE	EXPLANATION
Elaboration	Use when more information is needed. ("Can you tell me more about that?")
Clarification	Use when the message is unclear or ambiguous. ("What do you mean by that?")
Repetition	Use when topic drift occurs or statements are unclear. ("Once again, what do you think about this?")
Reflection	Use to encourage more in-depth pursuit of the same topic. ("So, you are saying that you are having difficulty?")



Image Source: [Hughes et. al., 2015]

21

Now probing response, ask a question about what the other person just said or about the problem he or she has shared. So, a probe intends to acquire additional information to help the other person say more about the topic is there. What he has just said to help you become more empathetic with more insight or to help you develop more appropriate responses are there. And many times, the people probe.

So, that was thereby probing, and they get more detail about that particular point the speaker was talking about. So, that is the elaboration is there. Clarification or the repetition or the reflection will be there is there.

(Refer to Slide Time: 31:22)

### Response Types for Feedback (Cont.)

❖ Reflecting

- The primary purpose of the **reflecting response** is to mirror back to the communicator the message you heard and to communicate understanding and acceptance of the person.
- **Reflecting** the message in different words allows the speaker to feel listened to, understood, and free to explore the topic in more depth.

You should keep the following rules in mind when using reflective responses.

1. Avoid expressing agreement or disagreement with the statements
2. Avoid repeating the same response over and over
3. Avoid mimicking the communicator's words.
4. Respond to expressed feelings before responding content
5. Respond with empathy and acceptance



22

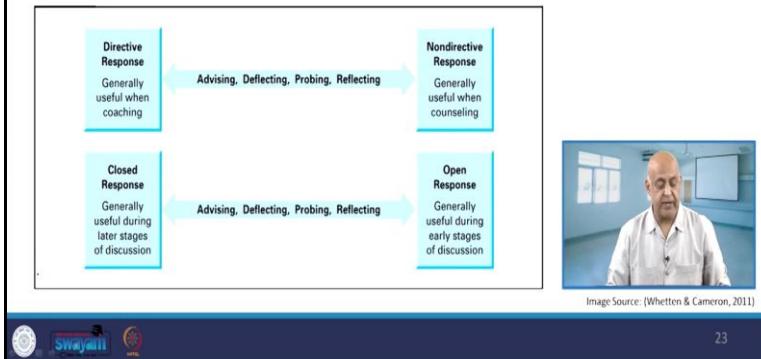
Now in the case of this reflecting is concerned, the primary purpose of the reflecting response is to mirror back to the communicator the message you heard and to communicate understanding and an acceptance of the person. Furthermore, in that case, a message that reflects the message may be the different words allowing the speaker, because then he is talking or responding in his term to listen to understand and be free to explore the topic in more depth.

So, we should keep the following rules in mind when using the reflective responses avoid experiencing agreement or disagreement with the statements, avoid repeating the same response, avoid mimicking the communication word, respond to express filling before responding and respond with empathy and acceptance is concerned.

(Refer Slide Time: 32:06)

## Response Types for Feedback (Cont.)

- ❖ Which type of Response is good ? Based on two continuums we may select which type of response we should use for feedback. – Directive to non directive response or closed to open response.



So, this will be the direct response that and the non-direct response is generally applicable when the counselling is there. So, therefore, in that case, you are taking care of the person to whom you are giving this particular response, right. So, it is always directed to the non-directive responses of the close to open responses. It is always preferred it is there have to be open responses compared to the fast responses concerns.

(Refer Slide Time: 32:32)

**Research Paper**

**The effects of goal setting and feedback on manufacturing productivity: a field experiment**

Timothy C. Stansfield  
IET International Inc., Toledo, Ohio, USA, and  
Clinton O. Longenecker  
University of Toledo, Toledo, Ohio, USA

**Purpose**  
To describe the conduct and outcomes of a field experiment in a US manufacturing facility using goal setting and feedback as productivity improvement tools.

So, as a result, these are the research papers and the books we will talk about the effects of the goal-setting and feedback on manufacturing productivity in a field experiment is there. You can go through this research paper.

(Refer Slide Time: 32:46)

### Case Study : River Bank

- River Bank is a regional bank in the northeastern part of the United States. The human resource manager for River Bank asked consultants to conduct an intervention to improve the influence skills of mid-level corporate managers.
- The intervention included a feedback report about a manager's use of each type of influence tactic with subordinates and a training workshop to improve skills in using the influence tactics.
- To assess the benefits of the training workshop, the consultants compared the effects for managers who were in the workshop to the effects for a control group of managers who would not get any training until later in the year.

Image Source: <https://www.linkedin.com/company/riverbankonline>

Case Source: [Yukl, 2020]



Similarly, this is the case study the River Bank Case Study is there. Furthermore, in that case, that is during the training program, how this type of communication process and the feedback process have been used.

(Refer Slide Time: 32:59)

### Case Study : River Bank

- There was a significant improvement in the effectiveness of the managers in the training workshop, and they also had a significant increase in their use of the most relevant influence tactics (reported by subordinates).

#### Questions

- What do the findings suggest about the importance of providing a feedback and training workshop, even though it is much easier and less costly to only provide managers with feedback reports?
- What other things could be done to improve the effectiveness of the feedback and training workshop?

Case Source: [Yukl, 2020]



Furthermore, therefore, whenever there is a feedback process, it can be positive or negative, as you can see by reading this particular case study.

(Refer Slide Time: 33:08)

## Book Recommendation

**Feedback Skills for Leaders: Building Constructive Communication Skills Up and Down the Ladder**

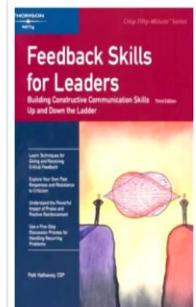
<b>Authors:</b> Patti Hathaway <b>Publisher:</b> Crisp Pub Inc.; (Feb, 2006) <b>Language:</b> English <b>Paperback:</b> 134 pages <b>ISBN-10:</b> 1418864919 <b>ISBN-13:</b> 978-1418864910	 
---	--

Image Source: <https://www.amazon.in/Feedback-Skills-Leaders-Constructive-Communication/dp/1418864919/>

34

These are the book's recommendations. Feedback Skills for The Leaders is there. Furthermore, building constructive communication skills up and down the ladder is there.

(Refer Slide Time: 33:18)

## Book Recommendation

This Book shows new and even experienced managers the benefits of developing this critical skill, both in giving and receiving feedback along with techniques for receiving and responding to critical feedback and will learn the positive impact of praise and positive messages.

This edition includes new information on how gender and generational differences can impact employees' expectations and how well feedback is received.

Leaders who learn how to provide effective feedback, create opportunities for employees to grow, and make positive contributions to their organizations.

Image Source: <https://www.amazon.in/Feedback-Skills-Leaders-Constructive-Communication/dp/1418864919/>

35

So, that is about you will understand how we can provide constructive feedback.

(Refer to Slide Time: 33:22)

## References

1. <https://cupdf.com/document/tata-nano-case-study.html>
2. <https://www.cartoq.com/tata-motors-takes-steps-to-improve-fire-safety-in-nano/>
3. [https://en.wikipedia.org/wiki/Tata\\_Nano\\_Singur\\_controversy](https://en.wikipedia.org/wiki/Tata_Nano_Singur_controversy)
4. Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (2015). Leadership: Enhancing the Lessons of Experience (8th Edition). McGraw Hill.
5. Jones, D. C., Kalmi, P., & Kauhanen, A. (2010). How does employee involvement stack up? the effects of human resource management policies on performance in a retail firm. Industrial Relations, 49(1). <https://doi.org/10.1111/j.1468-232X.2009.00584.x>
6. Lussier, R. N., & Achua, C. F. (2016). Leadership: Theory, Application, & Skill Development (6th ed.). Cengage Learning.
7. Northouse, P. G. (2019). Leadership Theory and Practice Eighth Edition (8th ed.). Sage Publications, Inc.
8. Whetten, D. A., & Cameron, K. S. (2011). Developing management skills (8th ed.). Pearson Education Inc.
9. Yukl, G. A., & Gardner, W. L. (2020). Leadership In Organizations (9th ed.). Pearson Education Inc.



36

These are the references for the study material and your future references; thank you.

**Leadership and Team Effectiveness**  
**Prof. Santhosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology, Roorkee**

**Lecture - 57**  
**Enhancing Creativity Problem Solving Skills**

Now very very interesting and topic which will give you the opportunity right. So far, we have discussed and discussed this particular leadership and team building effectiveness, but now this topic will allow you to practice at your workplace, think of yourself based on all these, and design your model. So, therefore, there. It is creativity.

That is how we enhance the creativity and solve the problem; now you see many times we find it is the many people find some same problem is complicated and challenging. While the other person with this same status finds that this problem can be solved, and then he accepts the challenge and the work on that particular challenge. So, exactly why is the one person.

So, personality characteristics that make this individual difference are creativity. Dear friends, you will find that if you want to solve any particular problem, you need not go through the only whatever has been let down principles, but then you can implement your model on thought process your trial and error practices. So, that will solve your problem is there.

Maybe the interpersonal problem and maybe the personal or professional problems are concerned. So, how we can use this particular creativity trait personality trait that we will be discussing in this particular session is there. So, first, we have to understand that it is a problem-solving everybody understands that is a problem has to be solved.

**(Refer Slide Time: 02:14)**

## Contents

- What is Creative Problem-Solving?
- Core Principles of Creative Problem Solving
- CPS Learner's Model
- Steps in Problem Solving
- Convergent Vs Divergent Thinking
- The Creative Problem-Solving Process: Tools and Strategies
- Want To Be More Valuable In Your Career?
- How to improve your creativity skills
- 5 Ways to Sharpen Your Problem-Solving Skills
- Case Study
- Research Paper
- Book Recommendation
- References



39



So, what is new is the creative problem solving we will try to understand. Then if there are the core principles of creative problem solving, this problem creative problem-solving learners model steps in the problem-solving convergent versus the divergent thinking the creative problem-solving process tools and strategies want to be more valuable in your career.

Then how to be more valuable in your career and improve your creativity skills, and five ways to sharpen your problem-solving skills as a result of the case study research papers, book recommendations and the references are concerned.

**(Refer Slide Time: 02:53)**

## What is Creative Problem-Solving?

- Alex Osborn, founder of the **Creative Education Foundation**, first developed creative problem solving in the 1940s, along with the term "brainstorming". "And, together with Sid Parnes, he developed the Osborn-Parnes Creative Problem Solving Process.
- Creative problem-solving is an approach that identifies unique solutions to issues through a process of problem identification and resolution planning. It goes beyond conventional approaches to find solutions to workflow problems, product innovation or brand positioning.



<https://www.indeed.com/career-advice/career-development/improve-creative-problem-solving-skills>

Image Source : [https://images.squarespace-cdn.com/content/v1/5d9f4413e98376a5a9aa886/1592727625540-BU4G1V9B15CPYCGfOT1/creative\\_problem\\_solving\\_skills.jpg?format=500w](https://images.squarespace-cdn.com/content/v1/5d9f4413e98376a5a9aa886/1592727625540-BU4G1V9B15CPYCGfOT1/creative_problem_solving_skills.jpg?format=500w)



40

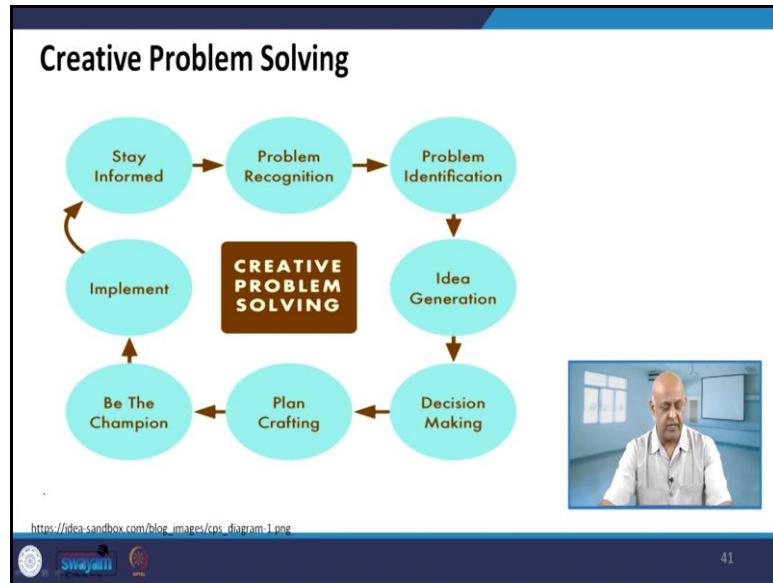
Now we have first to understand that can be taught the creativity. So, the creative education foundation first developed creative problem-solving in the 1940s. So, along with the term the brainstorming and Sid Parnes, he developed the Osborn-Parnes creative problem-solving process. I have discussed these techniques and tools in my earlier subject, which is about the training of trainers that is always gone for these brainstorming meetings and the group discussions.

Furthermore, this type of this process and the work culture are helping you develop new solutions. Furthermore, therefore whenever we are talking about creative problem solving, it is an approach that identifies unique solutions to issues through problem identification, and the resolution planning is there. Now, this is another aspect like the many people are getting involved more in the symptoms of the problems.

Furthermore, therefore, they cannot identify that is what the problem is there. Furthermore, when the problem is not identified, how you can give a unique solution to that problem is there. So, the first and foremost requirement is problem identification, and once you can, I can identify the problem. Simple examples I always give about that is the productivity and absenteeism is there.

Furthermore, many people start working on this, but these are not the problem of the problems; these are the symptoms of the problems. So, often the tip of the iceberg is only what we try to work on, and we overlook that is the root cause. Furthermore, therefore, in that case, it is always better that we go for this problem identification first.

**(Refer Slide Time: 04:53)**



Furthermore, once we understand the problem correctly, we can attempt to solve that particular problem. Now here, when there can be the different ways of the traditional methods and traditional ways are there. Here we will talk about the creative problem solving is there. So, first and foremost, which is essential, is staying informed. Many leaders are unaware of what is happening at the ground root level.

Furthermore, therefore, in that case, the information process required to be very strong is there. Once that is the complete information, he will recognize that there is some problem based on that first acceptance. If there is a problem, then problem identification will be there. So, unless and until the one disagrees that there is a problem, there will be no, problem identification will not be there.

In the previous sessions, we talked about idea generation and creativity. It is how you can enhance that creativity and ideas as much as ideas to generate as much as possible. So, therefore, in that case, you know that is about the brainstorming group discussion meetings and then what we you say that is out the collective wisdom, and that will be used to make the decision making will be there.

Moreover, whatever the decision will be there, which will be having the plan crafting, the decision must be implemented. Furthermore, you also have to be a risk-taker in implementing

that decision. So, therefore if you are a risk-taker, you will take the lead, and if you take the lead, you will be the champion. So, to become the champion, it is necessary that whatever the planning you are suggesting planning you can implement.

(Refer Slide Time: 06:53)

### Core Principles of Creative Problem Solving

CPS has four core principles. Let's explore each one in more detail:

- ❖ Divergent and convergent thinking must be balanced.
  - The key to creativity is learning how to identify and balance divergent and convergent thinking (done separately), and knowing when to practice each one.
- ❖ Ask problems as questions.
  - When you rephrase problems and challenges as open-ended questions with multiple possibilities, it's easier to come up with solutions. Asking these types of questions generates lots of rich information, while asking closed questions tends to elicit short answers, such as confirmations or disagreements.



42

Furthermore, when you are making the implementation, you will be able to solve a particular problem because that is implemented. Moreover, once implemented, you can take the feedback and then go for further development as the solutions for that particular problem are concerned. The core principles for this creative problem solving that is the, first and foremost is divergent and convergent thinking, must be balanced.

Now you see that many people will give the solutions whenever you have a brainstorming session. Now what type of solutions they give are realistic, achievable, or not, or just going to be the divergent right, and when they are going just divergent, there will be no solution because practical debt will not be possible. Some people will go very traditionally, and therefore, in that case, they will be different in what has been said by these divergent people is there.

So, therefore it question of arises when to practice each one is there. We have to go by the divergent or go by the convergent. So, ask problems as questions; when you rephrase and challenge open-ended questions with multiple possibilities, it is easier to develop the solutions.

So, therefore brainstorming session is to be ignited. So, when you ignite the brainstorming session with the open-ended question is there.

There is no framework, no boundary, and therefore, in that case, as soon as you ask the open-ended question, every individual, based on his experience based on his education knowledge, will try to give these solutions to he will give. So, asking this type of open question generates much rich information while asking close questions that receive short answers such as confirmations or disagreements.

**(Refer Slide Time: 08:51)**

### Core Principles of Creative Problem Solving

- ❖ Defer or suspend judgment.
  - As Alex Osborn learned from his work on brainstorming, judging solutions early on tends to shut down idea generation. Instead, there's an appropriate and necessary time to judge ideas during the convergence stage.
- ❖ Focus on "Yes, and," rather than "No, but."
  - Language matters when you're generating information and ideas. "Yes, and" encourages people to expand their thoughts, which is necessary during certain stages of CPS. Using the word "but" – preceded by "yes" or "no" – ends conversation, and often negates what's come before it.

<https://www.mindtools.com/pages/article/creative-problem-solving.htm>



43

So, therefore in that case, what are those short answers are there will be these solutions to be these particular problems. So, therefore that will depend upon the structure of the brainstorming done by the leader and members. Defer or Suspend judgment is there; as Alex Osbome learns from his work on brainstorming, judging solutions early on tends to shut down the idea generation.

Now you see many times the people very fast they very first conclude that this is the decision which is to be taken, but then, in that case, many ideas are shut down. Instead, there is an appropriate necessary time to judge ideas during the convergent stage is there. Moreover, therefore, in that case, it is often not a divergent right; instead, you have to go by the convergent stage.

When you go by, the convention stage is there. So, therefore you will be taking the help of each person, and the approach will be very positive. And then, in that case, the decision made by this particular group will help when the leader also wants to make the decisions. Focus, you know, focus on yes and rather than no but so; therefore, it is always because everything is uncertain.

So, therefore you can say yes; also, you can say no, but what is suggested is that that is the yes, and we can try. So, therefore that will encourage people to expand their thoughts which is necessary during the particular stages of critical problem-solving. While using the word but then, many people say your idea is excellent, but we cannot implement it. So, the word preceded by the yes or no ends the conversation and is often neglected as soon as you do.

So, what does the come before it is there? So, never have this particular approach that is a no but rather than always prefer to go by the yes, and this is possible, and we can do it.

**(Refer Slide Time: 10:47)**

### CPS Learner's Model

- We can use each of the four steps of the **Creative Problem Solving (CPS) Learner's Model** (shown in figure below) to generate innovative ideas and solutions.

The slide contains the following text:  
• We can use each of the four steps of the **Creative Problem Solving (CPS) Learner's Model** (shown in figure below) to generate innovative ideas and solutions.  
The figure shows four steps:  
1. Clarify (Identifying the challenge)  
2. Ideate (Generating ideas)  
3. Develop (Bringing ideas to life)  
4. Implement (Giving ideas legs)  
A video frame on the right shows a man speaking.

So, in this critical problem solving, you can use the four steps of creative problem-solving to make it easy to generate innovative ideas and solutions. So, now it is the leader's responsibility that is how these creative problems are doing he will be able to generate in the brainstorming session. So, first and foremost is that he has to clarify. So, identifying the challenge that is the whatever these the problem is there.

Then that has to be very much clarified because those goals are the goals which are to be achieved, and then, in that case, a simple example is you want to minimize the workforce. And then, in that case, the clarification is that if we want to minimize human resources because of the economic conditions, then the VRS cannot be the right solution because, in the VRS, you have to give the money. Is there any other solution without giving the money we can change the human resources?

Then ideate is there. There is whatever the idea is given and then in that case that is generating ideas are there, and then the development brings the ideas to life and then at the actual direction that we are developing and then implement this particular idea. Therefore, in that case, whenever we clarify, and the idea develops an implementation, those particular ideas generated will help us solve the problem is there.

In the case whenever we are not going by these the understanding of that what we want precisely and what ideas are required whether the financial ideas are required whether the non-financial ideas are required, or the further development is concerned then, in that case, it will be challenging to implement this particular idea.

**(Refer Slide Time: 12:41)**

- 1. Clarify**  
**Explore the Vision-** Identify the goal, wish, or challenge.  
**Gather Data-** Describe and generate data to enable a clear understanding of the challenge.  
**Formulate Challenges-** Sharpen awareness of the challenge and create challenge questions that invite solutions.
- 2. Ideate**  
**Explore Ideas-** Generate ideas that answer the challenge questions.
- 3. Develop**  
**Formulate Solutions-** To move from ideas to solutions. Evaluate, strengthen, and select solutions for best "fit."
- 4. Implement**  
**Formulate a Plan-** Explore acceptance and identify resources and actions that will support implementation of the selected solution(s).



<https://www.creativeeducationfoundation.org/what-is-cps/>

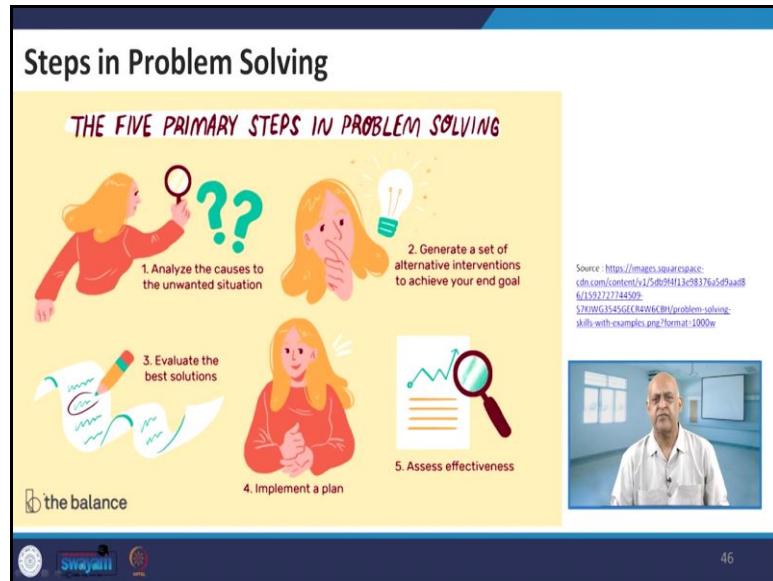
So, when you talk about clarifying the explorers' vision, the goal vision challenge is there. Typically, this goal concerns a particular task, a new product development, or a market extension. Furthermore, this is related to exploring the vision is there. Furthermore, we gather the data describe and generate data to enable a clear understanding of the challenges. Furthermore, therefore, in that case, we can develop this particular understanding right for how we can solve this particular problem.

As I was giving the example of minimizing the main power is concerned, it should be evident that is why we want to minimize the workforce, and as you clarify that is the competitiveness is there. The financial conditions are there. Social conditions are there. Technological conditions are there, and then precisely what is the reason. So, we have the clear cut data that will be talking about what the issues are there.

Based on these emerging issues, we will create the challenge questions that invite the solutions to be there. Whenever the challenges are invited, they will explore the idea. Now, that will be fulfilling that particular need of that solution. So, therefore it is the formulate the solutions to move from ideas to solutions, evaluate, strengthen and select solutions for the best fit.

So, if we can evaluate even if it may be based on the resources, whether it is possible or not possible, similarly the strengthen that is then whether we can strengthen or it will be we can in the case we implement it. Furthermore, the selected solutions for the best fit are there. For every organization, every group, every team, every family, there will be the different solutions that cannot be the uniform solution for all and therefore select the solutions for the best fit for that particular situation.

**(Refer Slide Time: 14:41)**



And then the implementation is there. Furthermore, therefore you will be able to implement your ideas so that you can achieve your goal. So, the steps in the problem solving are the five primary steps problem solving is there. There is to analyze the causes of the unwanted situation and generate a set of alternative interventions to achieve your end goal. Furthermore, here we will find it whenever we search, especially the leader searching for the solutions.

And then he has to create the alternate alternatives as many alternatives as much as possible is there. Because when you create several alternatives, you will be able to evaluate them; if your alternatives are significantly fewer, your choices are very few, and then it will be very difficult for you to select and solve the problem. So, therefore they evaluate the best solutions, whatever the alternatives are there.

Continually evaluate these alternatives, which can then be evaluated based on the resources the organizations have. So, therefore, in this case, the specific resources of organizations are powerful. So, that solution will be applicable in, for example, the main power; if the organization has the human resources, there will be a solution. If an organization has the; technology, that will be another solution.

So, therefore we have to understand and evaluate the best solution based on the best available resource for solving the problem. Then the implement a plan is there. Whenever those solutions

we after the evaluation, we have finally adopted a particular solution, and that solution will be implemented, and then there will be the assets the effectiveness will be developed.

(Refer Slide Time: 16:28)

## The Creative Problem-Solving Process: Tools and Strategies

The following tools and strategies can help provide groups with some structure and can be applied at various stages of the problem-solving process.

❖ **Divergent Thinking Tools:**

- **Brainstorming**
  - Defined by Alex Osborn as “a group’s attempt to find a solution for a specific problem by amassing ideas”.
- **5 W’s and an H**
  - The 5 W’s and an H are Who, What, When, Where, Why, and How.
- **Reverse Assumptions**
  - This activity is a great way to explore new ideas.



Three small decorative icons are visible at the bottom left of the slide: a lightbulb, a gear, and a person icon.

We have discussed the earlier convergent versus divergent thinking and the process of figuring out a concrete solution to any particular problem. So, it is a straightforward process that focuses on figuring out the most effective answers to a particular problem. Now the priorities, you can decide the priority one, priority two priority three based on that is what will be the most effective answer will be there.

Moreover, therefore it should include speed, accuracy and logic. Now, these dimensions mentioned here may keep on changing, and therefore it will depend from the task to task in the case of the divergent is there. Then they express the multiple possible solutions to generate creative ideas, opening the mind in various directions and trying out multiple solutions for a problem.

So, the same mind is working for the different solutions are there. Its characteristics include the spontaneous fear of flowing and the non-linear is there. Furthermore, therefore, in that case, this type of this thinking may lead to the many times not identifying the solutions to the problem. So, in the case of these structures that can be applied at various stages of the problem-solving process, divergent thinking and brainstorming are there.

So, example in the beginning also, we have given this particular example. So, it is defined by Alex Osborn as one group attempting to find a solution for a specific problem by amazing the ideas. Furthermore, the five w's and H are what, where, when how and the who. Then based on this, we can work and can initiate our ideas is there. If this is the solution, who will be able to provide these particular solutions and what will be the same material or matter required.

Furthermore, where we will be able to get this particular solution and why we should go only for this particular solution. Furthermore, therefore we talk here about it is the evaluation of the solution and selecting the best solution. Furthermore, the most critical point will be how that is when we will be able to implement this particular solution. So, therefore in that case, in the brainstorming sessions, we find the different ideas from different types of people.

So, reverse assumptions are that this activity is a great way to explore new ideas. Now you usually see that we always go by understanding in one vertical only right, but whenever it is challenged correct, reverse assumptions are there. Then definitely have to think about whether it could gain these solutions in the reverse assumptions.

(Refer to Slide Time: 19:09)

### The Creative Problem-Solving Process: Tools and Strategies

- ❖ Convergent Thinking Tools
  - How-How Diagram
    - This is the perfect activity to use when figuring out the steps required to implement a solution.
  - The Evaluation Matrix
    - Making an evaluation matrix creates a systematic way of analyzing and comparing multiple solutions.
  - Pair & Share
    - This activity is suitable to help develop promising ideas. After making a list of possible solutions or questions to pursue, each individual student writes down their top 3 ideas.



<https://www.innovativeteachingideas.com/blog/creative-problem-solving-tools-and-skills-for-students-and-teachers>

49

In the conversion thinking tool, this is a how-to diagram. This is perfect equity to use when figuring out the steps required to implement a solution. Moreover, the evaluation matrix creates a

systematic way of analyzing the multiple solutions, and then we will be able to develop them. Pair and share are there. Suitable to help develop promising ideas whenever we have these promising ideas after making a list of possible solutions.

Our questions to the persons each student to write down their top three ideas are there. Furthermore, this type of exercise can be done in the organizations and wherever you are at the workplace; you ask your team members who give your top three ideas to solve this problem. Moreover, especially in the case of the Japanese companies, we find that this type of initiative has been given to the academic institutions to identify the solutions to the problems.

**(Refer Slide Time: 20:03)**

**Want To Be More Valuable In Your Career?**

- If you want to be more valuable in your career, then you need to understand the relationship of creativity innovation and problem-solving.
- The formula to being more creative on purpose is a mix of **growth mindset** and **curiosity** combined with **actual problem solving tools** which hopefully yields better solutions that if implemented would be **innovative**. Sounds complicated, so lets break it down.
  - ❖ **Being more creative on purpose.**
  - The key here is to purposely seek out the knowledge, learning and experiences that take you down a creativity path.

**Innovation, Creativity & Problem-Solving**



<http://drawsuccess.com/wp-content/uploads/2010/11/Innovation-Creativity-Logo.png>

50

If you want to be more valuable in your career, then, in that case, you need to understand the relationship between creative innovation and problem-solving is there the purpose of a mix of the growth mindset and the curiosity combined with the essential problem-solving tool. Now the growth mindset is in the case depends on independence from the environment is there. And then, if the environment is provided, the individual will think of the carrier.

Alternatively, the organization's responsibility is to create that work culture that our climate. So therefore, in that case, the people who have the growth mindset are there. Now in many organizations, we find it is a people. We are not voluntarily coming forward to solve these

problems ending our growth mindset and curiosity right. Then, if that is not the culture, problem-solving will not be there.

So, hopefully, the better solutions that, if implemented, would be innovative. So, it does not sound straightforward. So, let us break down then we find that it will bring more care to you on purpose. So, how to be more creative is knowing to seek out the knowledge, learning and experiences that take you down a creative path. So, right from childhood, we are gaining knowledge.

And then, at the right time, we have to compile that knowledge and convert that into wisdom is there. So, these learning and experiences take you down a creative path. So, freedom is to be given many times it has been formed; it is the lake of that freedom, which is not making the person build their carrier.

**(Refer Slide Time: 21:39)**

### Want To Be More Valuable In Your Career?(Cont.)

❖ Learning how to solve problems.

- You don't solve problems by pulling random people in a room and doing a brainstorming session that goes nowhere over two hours.
- First, research and learn problem solving frameworks. Second, learn how to really identify the real problem and not the symptom.

❖ Allowing innovation to happen.

- If I asked you to be more innovative, what would you do?  
It's almost impossible to be innovative on purpose. This is where the formula mentioned below comes into play.

**Growth mindset + curiosity + problem solving framework and tools = potential innovation.**

A video thumbnail showing a man with glasses and a white shirt, likely Bernhard Schröder, speaking.

<https://www.forbes.com/sites/bernhardschroeder/2020/04/01/want-to-be-more-valuable-in-your-career-then-you-need-to-understand-the-crazy-and-complex-relationship-of-creativity-problem-solving-and-innovation/?sh=1240c23a7900>

So, learning how to solve problems is there. So, you do not solve problems by pulling random people into a room and doing a brainstorming session that goes nowhere over two hours. So, first, research and learn problem-solving frameworks. Second, learn how to identify the real problem and not the symptoms. So therefore, in that case, it is becoming crucial that you collect the highly concerned people and expertise.

Moreover, when they work on it, they detail that particular problem and make that easy to be the solution in the framework. So, therefore that research and the framework to solve that particular problem learning is very important. Second, learn how to identify the real problem and not the symptom is there that I have talked about earlier.

Now, allowing the innovation to happen. If I were asked to be more innovative, what would I do? So, therefore it is almost impossible to be innovative on purpose. The formula mentioned below comes into play with a growth mindset that is very important for an individual. Then he should have the curiosity, and then on that curiosity, he will develop the problem-solving framework.

Furthermore, tools will be designed, and the potential innovation will be there. So, therefore these parameters of the growth mansion curiosity problem-solving framework that is whose responsibility actually in it is a responsibility of the leader and the organization to create where these people their minds are ignited many times very creative employees without giving any contribution are getting retired.

**(Refer Slide Time: 23:36)**

### How to improve your creativity skills

- As we've learned, creativity skills are really desirable for employers and can be incredibly useful in the workplace.
- Here is some of the points to develop our creativity in different ways.

❖ **Work on your self-awareness**

- Becoming self-aware and acknowledging the limitations of our own thought processes when it comes to creativity is the first step to becoming more creative and innovative.

<https://hustlertalks.com/wp-content/uploads/2020/04/how-to-improve-creative-thinking-skills.jpg>



52

So, therefore, in that case, it is always better to work on this formula and create that particular environment. As we all learn, creativity skills are desirable for employers and can be incredibly useful. So, how can we develop this? Our creativity is there. First and foremost is that that is

working on your self-awareness. So, becoming self-aware and acknowledging the limitations of our thought process when it comes to creativity is the first step to becoming more creative and innovative of our self is concerned.

**(Refer Slide Time: 24:10)**

### How to improve your creativity skills(Cont.)

- ❖ Practise empathy
  - Empathy is a key element in emotional intelligence and will allow you to understand the viewpoints of customers, clients, and co-workers.
- ❖ Expand your knowledge
  - Become an expert in your field and you'll understand every angle of a problem.
- ❖ Draw on your previous experiences
  - Look to experiences you have had in the past, and harness your personal history to give you perspective on the situation at hand.
- ❖ Collaborate with others
  - This is one of the best ways of conjuring creative solutions, as well as identifying potentially obvious solutions that may not have been tried before.

<https://www.futurelearn.com/info/blog/improve-workplace-creativity-problem-solving-skills>



53

Second is the practice of empathy. So, therefore it is an emotional intelligence it will allow us to understand the viewpoints of customers, clients and co-workers. Often, people develop the product without understanding the customer or client's concerns or the problems. So, then, in that case, that product has to be unsuccessful. So, expand your knowledge and become an expert in your field, and you will understand every angle of the problem.

So, draw on your previous experiences. That is why it is those who are experienced and accommodating to identify the solution. So, looking to the experiences we had in the past and harnessing our personal history to give the perspective on the situation at hand is there. Then, collaboration with others is one of the best ways to consider creative solutions and identify the potentially apparent solutions. So, when we started the brainstorming, it was nothing but it was a collaborative effort only.

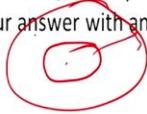
**(Refer Slide Time: 25:11)**

## 5 Ways to Sharpen Your Problem-Solving Skills

Here are 5 methods you can follow to sharpen your problem-solving skills:

### 1. Question the Problem Repeatedly with "Why?"

- To solve a problem, you need first to define it. To do so, start by asking yourself, "Why did this problem occur?" Follow up on your answer with another "Why?" Keep going until you dig into the root cause.



### 2. Draw a Mind Map to Visualize the Problem

- Take out a piece of paper, a few colored pens, and draw a mind map of the problem at hand. Make sure that your drawing includes the central idea, which is the problem itself, and that it contains the reasons for the occurrence.



54

So, finally, we come to the how-to sharpen our problem-solving skills. So, repeatedly question the problem with why it is there and do it by asking yourself why this problem occurred. Furthermore, follow up on your answer with another why keep going until you dig into the root cause. Moreover, after understanding that from where this problem has started, take out a piece of paper few coloured pens and draw a mind map.

So, therefore, in that case, makes yourself available to think about it, and then they write about what the idea is there. So, many times, we solve the problem with a limited circle. So, when we talk about that if a person has this much, only the horizon is right. Then, he takes on these pains and draws a mind map of the problem.

So, what happens and that he is expanding his origin. So, this particular expansion is possible only when the person who drew understands that is a what is my horizon is there. Limited horizon is created, then a solution will be minimal, but the solutions will be there when you enhance the horizon.

**(Refer Slide Time: 26:39)**

## 5 Ways to Sharpen Your Problem-Solving Skills(Cont.)

### 3. List All Possible Solutions

When trying to solve a problem, come up with as many solutions as possible, even if they sound ridiculous to you. Also Brainstorm bad ideas.

### 4. Always be Willing to Learn

Even if you're the most accomplished person on the planet, know that there's always room for improvement.

### 5. Give Your Brain a Good Workout with Puzzles & Brainteasers

This may sound like child's play, but doing puzzles and playing games involving logic, like chess and Sudoku, hones your problem-solving skills by helping you learn strategies and techniques that you can later apply to real-life situations.



<https://www.forbes.com/sites/forbesbooksauthors/2020/01/28/5-ways-to-sharpen-your-problem-solving-skills/?sh=32ac16c143b9>

Now then you list down the all the solutions that what are the solutions are possible and then always willing to learn that is the how because some of the solutions may be challenging because you have to acquire new knowledge, new skills new technology, and there is always room for the improvement is there.

Then you give your brain a good workout and puzzles in brain teasers. So therefore, in that case, this may sound like child's play but doing puzzles in playing the games involving the logic like chess in the Sudoku hones your problem-solving skills. So therefore, in that case, keep your brain in a challenging environment, so your brain cells are always active to solve to help you.

So, helping you learn strategies and techniques you can later apply to real-life solutions is there.

**(Refer Slide Time: 27:34)**

## Case Study: Coke vs Pepsi

Back in the 1980s, the Coca-Cola Company became very concerned about its future. Coke held a dominant position in market share around the world with 18 percent compared to Pepsi-Cola's 4 percent. However, Coke's market share began to erode versus Pepsi until by the end of the decade, Coke had slipped to 12 percent market share while Pepsi had increased to 11 percent. More importantly, Pepsi began advertising the "Pepsi Challenge" in which consumers were asked to choose between Coke and Pepsi in blind taste tests. Pepsi claimed that its product won these tests time and time again. Even exclusive Coke drinkers, Pepsi claimed, chose the taste of Pepsi above the taste of Coke.

Coca-Cola's management claimed that these tests were rigged or were merely a marketing ploy. However, Coke secretly conducted its own tests in which cola drinkers were given two drinks—one marked M and one marked Q. They were given a drink and asked to identify the taste they preferred. To their chagrin, Coke's executives found the same result.



56

Moreover, this is the case study; as usual, you can go through this case study and find out the how when we are talking about Coke versus Pepsi.

(Refer Slide Time: 27:45)

## Case Study: Coke vs Pepsi

### Discussion Questions

1. What conceptual blocks were experienced by Coke executives?
2. What is the difference between a blind taste test and taking a six-pack home and consuming the entire amount? What do you suppose were the results of that test?
3. How do explain the success of Coke versus Pepsi over the last 20 years? What would you now advise Pepsi to do?
4. How do problem-solving and decision-making processes change under time pressures or crises?
5. Knowing what you know about problem solving, what kinds of conceptual blockbusters could be useful to Pepsi executives, or to Coke executives? What rules of thumb seem relevant in these kinds of situations?



59

Then what is the difference in the strategies, and how have these successes of Coke versus Pepsi happened. So, once you know about this problem solving, as I already mentioned, a case study analysis is becoming an essential tool to know how to solve the problems.

(Refer Slide Time: 28:16)

**Research Paper**



**Creative problem-solving techniques, paradigm shift and team performance**

Team Performance Management  
An International Journal  
Vol. 26 No. 3/4, 2020  
pp. 451-466  
© Emerald Publishing Limited  
ISSN 1366-2427  
DOI: 10.1108/TPM-06-2020-0048

Received 8 June 2020  
Revised 11 August 2020  
Accepted 13 August 2020

**Purpose**  
This paper aims to consider why creative problem-solving techniques may not always produce useful results and sets out to explain why this might be and what steps should be taken to avoid it happening. The paper provides an understanding of how different creative problem-solving techniques are best suited to gaining insights into problems requiring different degrees of paradigm shift.

It argues that team members' personalities and thinking styles and team composition should be taken into account when using the techniques. It examines the role the facilitator plays in planning and conducting the ideation process.



60

This research paper is on creative problem-solving techniques, paradigm shift, and team performance.

**(Refer Slide Time: 28:19)**

**Design/methodology/approach**  
The paper provides simple illustrations of some of the creative problem-solving techniques. It reviews relevant literature and argues how individual differences of team members along with team composition can influence team performance in using the creative problem-solving techniques.

**Findings**  
Personality, thinking styles and learning styles are relevant to the effective use of creative problem-solving techniques. Team composition, team motivation and mood factors should also be taken into account. The facilitator is key in ensuring the efficacy of the problem-solving process.



61

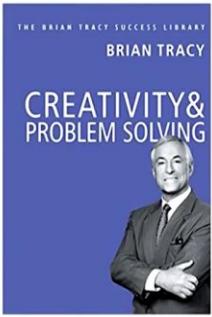
Moreover, through this research paper, you will understand how we can learn and think to identify the problems and all the problems are there.

**(Refer to Slide Time: 28:29)**

**BOOK RECOMMENDATION**

**Creativity and Problem Solving:  
The Brian Tracy Success Library**

<b>Authors:</b>	<a href="#">Brian Tracy</a>
<b>Publisher:</b>	Manjal Publishing House (5 March 2018)
<b>Language:</b>	English
<b>Paperback:</b>	112 Pages
<b>ISBN-10 :</b>	9387383113
<b>ISBN-13 :</b>	978-9387383111




[https://www.amazon.in/Creativity-Problem-Solving-Success/library/dp/9387383113/ref=sr\\_1\\_3?dchild=1&keywords=creativity+problem+solving&qid=1632334145&sr=8-3](https://www.amazon.in/Creativity-Problem-Solving-Success/library/dp/9387383113/ref=sr_1_3?dchild=1&keywords=creativity+problem+solving&qid=1632334145&sr=8-3)

63

Furthermore, this book will help you understand the Creativity and the Problem Solving right from the Brain Tracy success library, and that will help you.

**(Refer Slide Time: 28:41)**

**References**

- <https://www.indeed.com/career-advice/career-development/improve-creative-problem-solving-skills>
- <https://www.mindtools.com/pages/article/creative-problem-solving.htm>
- <https://www.creativeeducationfoundation.org/what-is-cps/>
- <https://www.psychestudy.com/cognitive/thinking/convergent-vs-divergent>
- <https://www.innovativeteachingideas.com/blog/creative-problem-solving-tools-and-skills-for-students-and-teachers>
- <https://www.forbes.com/sites/bernhardschroeder/2020/04/01/want-to-be-more-valuable-in-your-career-then-you-need-to-understand-the-crazy-and-complex-relationship-of-creativity-problem-solving-and-innovation/?sh=1240c23a7900>
- <https://www.futurelearn.com/info/blog/improve-workplace-creativity-problem-solving-skills>
- <https://www.forbes.com/sites/forbesbooksauthors/2020/01/28/5-ways-to-sharpen-your-problem-solving-skills/?sh=32ac16c143b9>



65

Furthermore, this book will give you the direction to be more and more creative. These are the references for this current study and your future references. This is about how to be creative and solve the problem; thank you.

**Leadership and Team Effectiveness**  
**Prof. Santosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology, Roorkee**

**Lecture - 58**  
**Building High-Performance Teams the Rocket Model**

**(Refer Slide Time: 00:42)**

**Contents**

- What is a high performing team?
- Characteristics of High Performance Teams
- The Rocket Model
- GRPI Model of Team Effectiveness
- The T7 Model of Team Effectiveness
- 7 Habits of Highly Successful Team Leaders
- How can you build and develop a high performing team?
- The Art Of Leading High-Performing Teams
- Case Study
- Research Paper
- Book Recommendation
- References



2

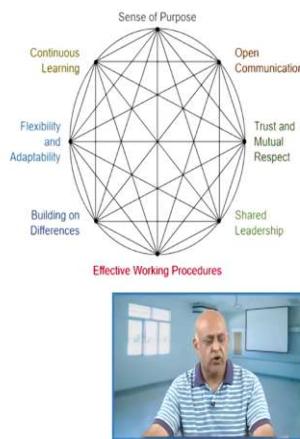
In this particular session, we will talk about building the high-performance team and the rocket model. And under this particular session, we will have the what is the high-performance stream we will understand what are the characteristics of the high performance teams the rocket model itself GRP model of the team effectiveness the T7 model of team effectiveness 7 habits of highly successful team leaders.

How can you build and develop a high-performing team the art of leading high-performing teams and age is all the case study research papers book recommendations and differences is there.

**(Refer Slide Time: 00:57)**

## What is a high performing team?

- High-performance teams is a concept within organization development referring to teams, organizations, or virtual groups that are highly focused on their goals and that achieve superior business results.
- As a group, a high-performing team strives for excellence through two-way open communication, mutual trust, common goals, shared leadership, clear job roles and the early resolution of conflict. Each team member accepts accountability for their own workload and actions.



[https://miro.medium.com/max/700/0\\*LskyU SqAlftGvC.png](https://miro.medium.com/max/700/0*LskyU SqAlftGvC.png)



3

I am sure that is the so, far you have already understood that is the what is the team building and the team effectiveness is there. But when we talk about that is even if we are having the team with us then how we can make this team the high-performing team to take it the maximum level of its performance. So, high-performance team is a concept within organizational development right. So, to team organizations and therefore, in that case, it is not only rustic leader is not only restricted to the formation of the team right.

But it is also important that it should be a continuous process that is a development of the team is there. And that is why it has been referred to as in the organization's development part because this becomes an intervention to achieve the goal. So, these are highly focused on their goals and their achieving superior business results are there. So, with this high-performing team, the chances of this success is much higher by these particular teams because they are having their focus on their goals.

Any team which is directed towards the goal then definitely in that case it is always will come out into giving the better business results are there. This stands for excellence through two-way open communication that with the leader and the members. The bridge between the relationship between the leader and member is and that is about the open communication is there.

And mutual trust which we have discussed in earlier sessions also.

So, early now the question arises that is the leader should be able to resolve the conflict because whenever there are the different personalities are there. So, conflict is natural and that can be the foundational conflict and there can be the dysfunctional conflict but the what is that then role of the leader is there.

(Refer Slide Time: 02:59)

## Characteristics of High Performance Teams

- Certain unique attributes separate a high-performing team from any other. Let's look at some of them.
- ❖ **Inclusive Thinking**
- Inclusive thinking is key. When teams think inclusively, not only do people feel comfortable sharing unique perspectives but teams benefit from the value of exploring more possibilities.
- ❖ **Diversity**
- Diversity has always been a key to cohesive, high-performing teams.

Image Source: <https://cdn.etechgs.com/egsmmedia/wp-content/uploads/2019/10/Characteristics-of-High-Performing-Teams.jpg>

The slide has a blue header and footer. The main content area has a white background. At the top left is the title 'Characteristics of High Performance Teams'. To the right is a graphic showing a group of stylized people working together, with one person at the top holding a flag. Below this is a video call window showing a man in a striped shirt. The footer contains the text 'Image Source: https://cdn.etechgs.com/egsmmedia/wp-content/uploads/2019/10/Characteristics-of-High-Performing-Teams.jpg' and the number '4'.

To develop a high-performance team the storming phase right of the group that has to be minimized and therefore most of the conflicts are into the storming phase only. If we minimize those storming phase and conflicts then definitely, we will be able to create the more and more performing teams into the organization. The certain unique attributes separate that is high performing team is the first information is the inclusive thinking.

This we have talked about that is developing the team also it is a culture basically and whenever we doing the things that is a team is to be developed though then the best efforts are that is involving inclusive thinking is necessary. So, there is a common goal there is a common value sharing among these group members and as a result of which whenever we are having these values of exploring the more possibilities to work together and getting the teams benefit is there.

Then naturally in that case the outcome will be highly positive. Now when we talk about diversity then naturally, we have discussed this is the personality and leadership also work culture diversity also higher is the diversity higher is the chance of this high-performance stream

is there. And which is nowadays in the global context this becomes the must part of the team formation.

Because you cannot escape the team members on for the day because they are coming from the different culture at different geographical location is there. So, global trillium formation that the data has become the necessity of the today and therefore in that case it is always we have to develop a cohesiveness. There is a feeling amongst the all the team members those who are coming from the different culture.

Now we have to also understand it is this high-performance stream creation of the cohesive culture it will be very much a challenging for the leader is concerned.

**(Refer Slide Time: 05:00)**

### Characteristics of High Performance Teams(Cont.)

- ❖ **Respect And Trust**
  - To be a high-performing team, it's really critical for the team to have respect and trust, be able to throw blind passes and hold each other accountable with hard candid debates and conversations to get to the best answer for the business.
- ❖ **Personal Excellence**
  - Many factors play a part in a sustainable high-performing team, but personal excellence is a must.
- ❖ **Communication**
  - Communication is one of the most essential building blocks.
- ❖ **Healthy Conflict**
  - Healthy conflict is an essential element. Groupthink kills innovation and creativity



5

Because the leader has to find out that is the whether he is able to come for this particular managing this diversity or not. So, here it is the first and foremost question is their respect and trust is there. So, high performing team are always they develop a culture, culture of the respect and trust. And therefore, in that case it is always on the with a hard candid debates conversation that is always it is better to have the respect and trust.

Whenever you talk about the personal excellence is concerned naturally this has become the important that is the team members, they are having that excellence in their jobs that depends on

the selection of the team how you selected the team is there. If you selected the team which is having these all the eligibility criteria necessity the personality traits then definitely in that case that the team member will show demonstrate the highest level of personal excellence is there.

Communication is one of the most essential building blocks that we have discussed in the time of this the leadership and communication are concerned. And the healthy conflict that is about these essential element group thing kills the innovation and creativity is there. And therefore, in that case, there might be functional conflicts healthy conflicts functional conflicts might be there. But this will lead to the new ideas and whenever there will be the new ideas then there will be this success for the team members is there.

**(Refer Slide Time: 06:26)**

❖ **Adaptability**  
• The pandemic has shown the highest performing teams are those most capable of adapting to change.

❖ **Openness To Innovation**  
• Openness to innovative future-forward ideas is in the DNA of cohesive and high-performing teams

❖ **Ability To Surmount Challenges**  
• The ability to surmount challenges thrown at us from outside the workplace now even more clearly defines a high-performing team.

❖ **Decision-Making Flexibility**  
• High-performing teams have the freedom and flexibility to make decisions in real-time rather than waiting for management approval.

<https://www.forbes.com/sites/forbeshumanresourcecouncil/2020/09/16/14-characteristics-of-high-performing-teams/#sh-277415f216f6>

Swayam

6

The flexibility and adaptability that is the essential part of these performing teams those most capable of adopting to change and therefore because as we see that is the especially the technological scenario it keeps on changing. And when the technological scenario is changing then therefore the team members, should be able to adopt all these technical changes. On the other side is we which is equally important it is a social side and therefore that this society's values and culture systems that is also changing.

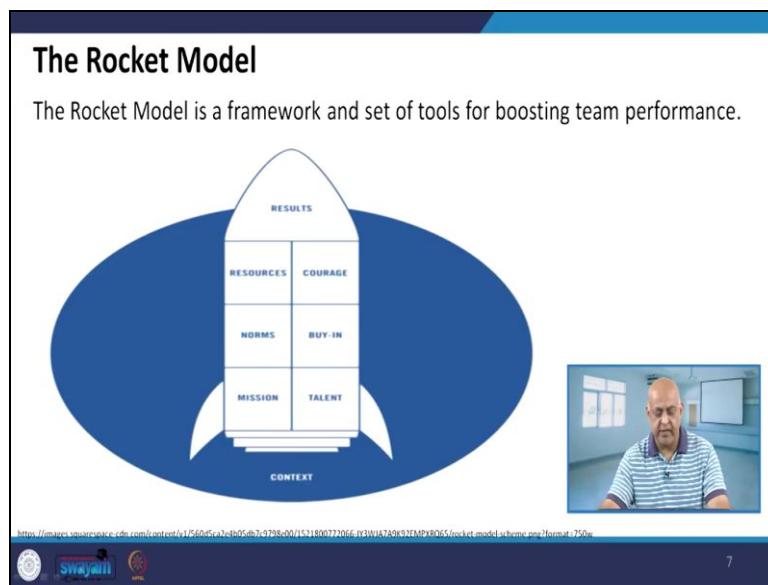
So, the team members who are joining the leader they are coming from different societal cultures, and therefore in that case that adaptability if there is no adaptability there will be no

team. So, therefore in that case always leaders and team members they should show that is the high they are highly flexible and adaptable. Openness to innovation, it is a culture now you we will find it is many successful organizations what makes them do successful organization.

So, actually, it is in the organizations' culture and DNA that is creating the innovation is there. I would like to take the example of the Sony or the Wipro or the TCS, Infosys right and then you will find that is the Maruti many Indian companies then we find that has they have now developed a separate culture of the innovation and therefore as a result of which it is becoming the part of DNA of the organization's culture.

So, this is the this is giving us the ability to surround the challenges and therefore because you are confident you will be able to face the challenges and overcome those challenges and that that develop ability is developed. And now another flexibility with the adaptability is important that is a decision-making flexibility is there.

**(Refer Slide Time: 08:26)**



So, therefore it is necessary to take the decision into the real-time rather than then going for this in a very hypothetical situation is there. And there when such organizations which are having this flexible culture in their team teams definitely then those organizations will become the highly successful organizations. The rocket model is a framework here that I would like to discuss with you related to the team members is there.

And it is the how this we identify the challenge and what is the mission and of the organization is they are developing the norms according to mission managing the resources and this talent is having the ability to buy in and that that is an act of courage is there to get the results are there.

(Refer Slide Time: 09:13)

### The Rocket Model(Cont.)

- The Rocket Model can be used to diagnose team dynamics, and to provide leaders with specific tools and activities to improve team performance. Here is eight critical questions every team must answer.
- ❖ **CONTEXT: WHAT ARE OUR CRITICAL ASSUMPTIONS?**
- Team formation gets off to a good start when team members share a common view of the context in which they're operating.
- ❖ **MISSION: WHY ARE WE HERE?**
- When team members agree on what success looks like, they set the stage for effectiveness. What will it mean to win? What are the goals, when do they need to be accomplished, what strategies will the team use, and how will progress be measured?



8

So, the in that this rocket model it becomes very, very important that is they first we should understand that is what is the critic, necessity for such a rocket model is there. And these are the eight critical questions every team must answer what are our critical assumptions. Now you see every the whenever the team is formed it is a question that is for what and therefore, in that case, there are certain assumptions are created right like in the case of the research also, we talk about the hypothesis.

So, therefore in that case the assumptions are to be there at the beginning itself, and then we can start working on that, and then finally we can evaluate. So, therefore in that case it is we always have a critical assumption that will give a good start when team members share a common view of the context in which they are operating and therefore in that case, therefore, making the formation of this particular team is there.

So, why are we here the second critical question arises and they did give the answer that is the all the members agree and that is they are having a common goal and that goal is of the success.

And therefore, that effectiveness will be more whenever the all-team members they understand for what meaning or purposeful work they are here and what they want to win what are their goals are there.

When do they need to be accomplished those goals what strategies are to be used for the to the progress to be measured?

(Refer Slide Time: 10:47)

### The Rocket Model(Cont.)

- ❖ RESOURCES: DO WE HAVE THE RESOURCES NEEDED?
  - Early on, teams need to figure out what resources are necessary for meeting their goals, and leaders may have to lobby key stakeholders to get those needs met.
- ❖ COURAGE: HOW DO WE WORK THROUGH DISAGREEMENTS?
  - The team members cultivate the necessary courage to raise difficult issues, while developing effective ways to work through disagreements and find solutions.
- ❖ RESULTS: ARE WE ACHIEVING OUR GOALS?
  - Effective teams keep their eye on the prize. They measure results against mission, regularly track progress, learn from successes and failures, and devise ways to continue improving delivery.

<http://www.therocketmodel.com/what-is-rocket-model>



10

Now when we talk about this talent so, do we have the talent we need now that is a matching. Matching of these abilities of the; skills and abilities of the person with the required team assignment. So, therefore it seems like it should be easy to get the right number of people with the right talents on a team is there. But in practically we will find it is getting the right person for the right job of the team that is becoming a very difficult issue.

So, whenever these teams are formed after this storming is over the norming will start. Norming means that is the rules are to be formed. So, therefore all team members and leaders together they should decide about that is the names and norms of the team therefore any group to develop norms for the greeting meeting sitting communicating deciding and, executing is there. And therefore, for every behavioral aspect every professional aspect certain norms will be developed and these unwritten rules usually that are solidify fast without any formal discussion is there.

So, people they know that is we need not to make much efforts. So, without making much effort and normally use these unwritten rules and they are followed by the team members by understanding the surroundings. So, in that case, are we are committed to success that particular concept that is to be that motivation that is to be developed. So, buying happens when team members have a team-first, not a me-first attitude.

So, high-performance teams are committed to team goals roles, and rules and they are motivated to get necessary day-to-day tasks done and therefore in the here their commitment. Commitment is so, high that is the no on efforts are left to achieve the organizational and team goals circumstance.

**(Refer Slide Time: 12:37)**

### How the Rocket Model helps leaders create superior teams

- Each of the seven components of the Rocket Model can be framed as a question. For example, the question for mission asks, 'Why are we here?' And for buy-in, 'Are we all committed to success?'
- To answer these questions, team members complete a questionnaire called the Team Assessment Survey (TAS-II). As team members provide personalized feedback in the survey, team strengths and weaknesses along all eight (including context) dimensions of the model are exposed.
- Leaders can then act to improve the weak areas.

<https://www.winsborough.co.nz/blog/introducing-the-rocket-model>



11

So, for this purpose the resources. So, will be required and we have to ensure that is when we are going to develop the high-performance team that is we are able to provide the resources are there. So, the team needs to figure out what resources are necessary and then that can be the monetary or non-monetary resources will be there. So, meeting their goals and leaders may have to lobby key stakeholders to get those needs meet is there. And that is why many times it is the responsibility of the leader to get these particular goals to get accomplished.

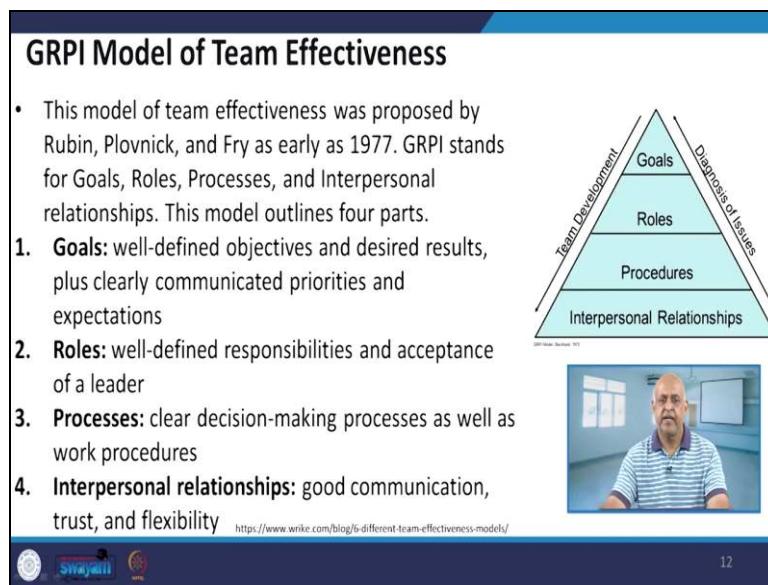
I will give a very simple example of that is it is whenever there is an event activity is organized. So, then leader that he; has to manage either the sponsorship or then he has to manage the list of

finance from the other sources. So, here do we work through the disagreement's courage is to be there. Now you see that is that the team members cultivate the necessary courage. Now because whenever they are working together there will be a difference of opinions will be there.

But there is courage that is to discuss that particular issue and find out the solution on that particular issue because there might be disagreements on many issues and but ultimately what is important is to find out the solutions. So, are we achieving our goals are there and for what purpose the team was made? If the team is made to achieve a particular goal and if it is not able to achieve then your all efforts which we have managed on the resources we have talked adjusted with the personalities we have talked with the time and goals.

But then everything will be wasted if we do not have that is the results are achieved. So, therefore they measure the results against the mission regularly track progress learn from success and failures. So, a continuous evaluation is also important and when they whenever there is a continuous relationship that will give us a decision way to continue the improving the delivery are we have to stop that particular performance of the team.

**(Refer Slide Time: 14:34)**



So, now in this context of the eight questions when we are having these questions in mind then the solutions for this all these questions and the road map that will come from the rocket model is concerned. So, each of the seven components of the rocket model can be framed as a question.

For the question for mission asks why are we here and for why are we are committed to success or not.

So, to answer these questions team members complete a questionnaire called the team assessment survey is there which is a TAS-II. As team members provide personalized feedback in the survey their strengths and weaknesses along all eight including the contents dimensions of the model are exposed is there. So, therefore in that case at the beginning itself their questionnaire will be designed. A questionnaire will be designed as per these team members has advised and the team members provide the personalized feedback in the survey is whether these questions are relevant, not relevant where is the teams' growth is there.

How much growth has been done by the team that will be decided and leaders can then act to improve the weak areas are there. So, therefore on the basis of this analysis what feedback has been given for what the goals the team was formed and whether it is matching or not matching then accordingly they will improve the weak areas will be there.

**(Refer Slide Time: 15:54)**

### The T7 Model of Team Effectiveness

- In 1995, Michael Lombardo and Robert Eichinger developed the T7 Model to define what factors affect team effectiveness. They identified five internal and two external factors, all starting with "T," hence the name, T7 model.

*The T7 Model of Team Effectiveness*

The diagram illustrates the T7 Model of Team Effectiveness. It features a central circle divided into four quadrants, each containing a factor: Task (common purpose), Teaming (generate synergy), Trust (in each other), and Talent (utilize skills). This central circle is surrounded by two concentric circles. The inner circle is labeled "TEAM SUPPORT FROM THE ORGANIZATION" and the outer circle is labeled "TEAM LEADER FIT". Below the diagram, a URL is provided: <https://web-static.wrike.com/blog/content/uploads/2016/12/6-Different-Team-Effectiveness-Models-to-Understand-Your-Team-Better-4.jpg?av=9fb7d5sh8c14fed411897584de08a23>.

13

Now we will talk about the GRPI model effectiveness the proposed by the Rubin, Plovnick, and the fly as early as 1977. And this GRPI stands for the Goals Roles Processes and Interpersonal relationship is there. And this model outlines four parts. So, one by one we will take this parts.

So, therefore in that case it is a goal. So, well-defined objectives and desired results plus clearly communicated priorities and expectations are there.

Now you see it is the it is always better that is whenever we are talking about the beginning of the performance. So, we ensure that is what are the expectations from the team member is there. And this should be clearly communicated as priorities and expectations are there. It helps the team members also because he gets the time if he is not having those resources, he will manage those resources. But if the expectations are not communicated and at the end of the day we say that, is you are not performing well then that will create the more critical situations.

So, therefore the roles will be goals roles they will be well defined and then in that case there is an acceptance, acceptance by the leader also and acceptance by the team member also. So, then they start after assigning the goals and rules they start functioning, and therefore that they have to follow a particular process is there. So, therefore a clear decision-making process will be defined. So, that there whatever the problem comes in the project or the particular task accomplishment then in that case that process will solve that particular problem is there.

And the process will be formed the discussions can be held and corrective actions can be taken. Now interpersonal relationships is a must it is a backbone of every team member there is good communication trust and flexibility unless and until there is not the trust and flexibility is there. And then definitely in that case team will not be converted into the high performing team is there.

**(Refer Slide Time: 17:52)**

## The T7 Model of Team Effectiveness(Cont.)

The internal team factors are:

- **Thrust:** a common objective or goal
- **Trust:** the knowledge that your team has your back
- **Talent:** skills to do the job
- **Teaming skills:** the ability to function as a team
- **Task skills:** the ability to execute tasks

The external team factors are:

- **Team leader fit:** whether the leader works well with the team
- **Team support from the organization:** how the organization enables the team to work

<https://www.wrike.com/blog/6-different-team-effectiveness-models/>



14

The T7 model of team effectiveness is there. Lombardo and Robert have developed this T7 model to define what factors effective effectiveness they identified the internal and the two external factors all start with the teens the name is the T7 is there. Now here whenever we are talking about a task thrust trust talent and tearing is there. Then the team support from the organizations and the team leader fit is there.

(Refer Slide Time: 18:23)

## 7 Habits of Highly Successful Team Leaders

Aspect

Operational Team Leadership

Why and When do you need this Model

- The 7 Habits model helps you successfully juggle the multiple dimensions which ensure a team stays ambitious, motivated, learning, supportive and performing. Without such a model, especially when you find yourself under pressure as a leader, it is likely you will fixate on a couple of the more urgent dimensions but neglect the others. You may deliver your project but destabilize your team and damage your reputation as a team leader!



[https://businesssimulations.com/literature/files/whitepaper-leadership-playbook/model\\_1.png](https://businesssimulations.com/literature/files/whitepaper-leadership-playbook/model_1.png)



15

So, here it is necessary that whenever we are talking about the thrust now a common objective or goal is required right. And this how it is to be decided the common object your goal is to be decided with the consultation from each other and because we cannot decide a very high goal

which is not realistic and we can we are not supposed to decide a goal which is very easy and of no use.

So, therefore in that case that common objective or goal will be decided by only baking making the proper thrust is there. So, brainstorming is done meeting is done group discussions are done, and then finally the leader decides on a particular goal. Trust is the knowledge that your team has your back and therefore that is always there is the you are having this particular confidence that is a team is with you and therefore that that trust will be developed.

Talent is skills to do the job and skills and abilities no therefore it will be the; in the team is having the all the skills which are required to do the particular job is there. The teaming skills are there to function as a team. So, there is a concept of working togetherness in the culture organizational culture. Task skills are the ability to execute the task whatever the tasks are there that will be completed by these leaders and the teams.

Now here we have to also see the external factors in addition to these internal factors the external factors are team leader fit and whether the leader works well with the team is there. So, it is very-very important. So, that is why many organizations what is the practice there is a leader is chosen first and then he is given the freedom to select his own team and therefore in that case the team leader fit that will that work well.

Team support from the organization that is very much important how the organization enables the team to work now here I would like to warn also, there is as many times organizations are not able to help the team because of their constraints at the vital level.

**(Refer Slide Time: 20:24)**

## 7 Habits of Highly Successful Team Leaders(Cont.)

### The Bare Essentials

Effective team leaders manage the team individuals as:

- People
- Professionals
- Colleagues (team members)

They also support and manage the whole team's:

- Workload
- Energy Levels
- Customers
- Practices



<https://businesssimulations.com/white-papers/the-7-habits-of-highly-successful-team-leaders>

16

Because once they support to any particular team, they have to support the rest of the teams also. So, in that case it becomes very difficult for them to manage the all the teams. So, what is to be done that is a team itself should be able to manage this. Now we talk about the seven habits of the highly successful team leaders and it is operational team leadership why and when you need this particular model right. So, the seven habits model helps successful successfully juggle the multiple dimensions which ensure a team stays ambitious motivated learning, and supporting performance.

Without such a model especially when you find yourself under pressure as a leader it is likely you will fix it on a couple of the more urgent dimensions are there. And therefore, in that case, it is necessary that is the leader himself focuses on all the points 7 points for the purpose of getting the results is there. So, you may jury your project but destabilize your team and damage your reputation as a team leader is there.

Now here we have to create a balance I carefully have to understand it is we are responsible for our team members also and for the organization also. So, therefore in that gate the project yes project has to be delivered. Even if there is a situation of the destabilization but the member, he manages himself, and as a result of which that he will create a reputation among the team member is there.

**(Refer Slide Time: 21:44)**

## How can you build and develop a high performing team?

- Make communication a priority
- Set SMART objectives
- Tackle conflict
- Understand where you are currently - and where you want to be
- Make sense of emotional intelligence
- The foundation of any successful team is trust
- Feedback is a gift



<https://www.thomas.coylecourses.type/blog/how-to-build-high-performance-teams>

Image source: <https://website-16637.kxcdn.com/scwp/wp-content/uploads/2020/08/High-Performing-Team.jpg>

17

The bear essentials effective team leaders manage the team individuals as the people professionals and colleagues are there and actually, these are the backbone, backbone of any successful team. So, whenever we are talking about the who are the people and then whenever we take the examples of the projects, we find that is the names of the people are those who have already worked in the team and they have done the successful jobs.

And then they are possessing of the professional skills and these are the collector team members are there which are having the support to that particular team. They also support and manage the whole teams workload energy levels customers and practices are there. Now you see that is these are the people those actually who are the main pillars for the successful team and because they always support the workload.

So, we know that is in any particular project in the beginning the workload is very high then workload is low and work load is becoming very moderate and it is further situations the team is able to manage that particular workload. So, energy levels which is required to be very high because we have discussed that is there will be lot of challenges and to face the challenges manages the challenges and changes that high level of energy is required and therefore the leader and team members, they should be adoptable and the flexible.

So, then also support from these customers and practices that will help the leaders to be performing well.

(Refer Slide Time: 23:11)

## The Art Of Leading High-Performing Teams

- ❖ **Get To Know Your People.**
  - The art of developing and leading a high-performing team begins with connection and conversation. Whenever possible, spend some time talking with and taking a genuine interest in the individuals on your team.
- ❖ **Build Your People.**
  - Leaders build their people. High-achieving individuals with a common vision create high-performing teams.

<https://rondepinho.com/wp-content/uploads/2020/09/healthcare-leader-art-500.jpg>



So, how we can build a develop a high performing team. So, make the communication a priority set as smart objectives tackle the conflict understand where you are currently and where you want to be, so, your roadmap that should be clear. Make sense of emotional intelligence the foundation of any successful team is trust and feedback is a gift is there.

(Refer Slide Time: 23:35)

## The Art Of Leading High-Performing Teams(Cont.)

- ❖ **Provide Specific, Timely, Actionable Feedback.**
  - Although you may not be able to connect with your team more than 15-20 minutes in a day, it is important to check in with your team members on a regular one-to-one basis.
- ❖ **Lead With Vulnerability.**
  - Share stories of how you became a more decisive leader, dealt with uncertainty and developed interpersonal relationships.
- ❖ **Navigate Change Through Conversation.**
  - Businesses and organizations are constantly changing to meet demands, evolve and grow.

<https://www.forbes.com/sites/forbescoachescouncil/2020/09/03/the-art-of-leading-high-performing-teams/?sh=4a05745962e1>



So, get to know your people on developing and leading a high performing team begins with the connecting and conversation and so, awareness. Awareness of your people the members those who are working with you is very important the strength and weaknesses are to be there. And then we have to club the strength and weaknesses in such a way possible way that is always taking it in an interest in the individual on your team.

So, therefore you we they should not be mismatched measurements on this assignment of the task and the leadership and the team buildings performance. So, therefore in that case the team building will performance will be successful only when we are having this type of the interest where we know our people, we are aware about their strengths and weaknesses. Build your people and leaders build their people that is this is my team member.

So, therefore that feeling that feeling that this is my person it is a high achieving individual with the common vision create high performing team is there. So, therefore it is always that is the who are the higher achieving individuals are there. Because they have the proven track and whenever they have the proven track then that becomes easy to make them the team members and there is a common vision also.

So, whenever then they are competent enough and their common vision then definitely, they will be working as a high-performance team. And now we always talk about the input process output or corrective actions and feedback is important is there. So, although we may not be able to connect with our team members more than 15 to 20 minutes in a day it is important to check in with your team members on a regular one to one basis is there.

So, whenever you are interacting to one-to-one basis then definitely you come to know where my team member is standing what problems he is facing and then by providing the solutions you can have the better speed of your project. Lead with the vulnerability share stories of how you become a more decision leader dealt with uncertainty and develop the interpersonal relationship is there. So, you can put yourself as an example and therefore in that case we you can say that is how we you are taken these are on the difficult decisions also and then there are the in the situations of uncertainty and develop the relationship with the team members are there.

Now we get the change through conversation. So, business and organizations are constantly changing to meet demands evolve and grow and therefore this is becoming the continuous process and therefore in that case it is important and that is the business and organizations are also growing together because they we are having the constantly changing. And therefore, in that case there will be new issues which will be developing and then you have to get this help of these particular issues.

**(Refer Slide Time: 26:19)**

### Case Study: Smart Teams and Dumb Teams

Have you noticed that some teams seem to be smart, while others seem, um, dumb? This characteristic has nothing to do with the average IQ of the team members but instead reflects the functionality of the whole team. Teams that are synergistic excel in logical analysis, brainstorming, coordination, planning, and moral reasoning. And teams that are dumb? Think of long unproductive meetings, social loafing, and interpersonal conflicts.

You might be remembering a few teams you've witnessed that are in the dumb category, but we hope you can think of a few that excelled. Smart teams tend to be smart in everything for any task, they will find a workable solution. But what makes them smart?



20

So, it is very sure that is the whenever you are having this the goals objectives adoptability flexibility working togetherness and developing the competencies then definitely in that case you will be able to perform on the high performing team and you will be able to develop the performing thing. So, as usual in this is the particular case studies that sometimes then in this case study you will find and that is the how these that is the smart teams that we talk about did not allow individual members to dominate.

Instead, there were more equal contributions from managers than in other teams are there. So, therefore many times this type of these critical situations may arise and this is a very good example has been taken from the Massachusetts Institute of Technology MIT right and then to solve a particular task is there.

**(Refer Slide Time: 27:11)**

## Case Study: Smart Teams and Dumb Teams

3. Smart teams had more women. It's not that smart teams had more gender equality; these teams simply had more women. This result might be partly due to the fact that more women scored higher in the Reading the Mind in the Eyes test.

The researchers recently replicated the study using 68 teams and again found that some teams were smarter than others. This study added a new angle to the research: How would teams working in person differ from teams working online? Surprisingly, there was little difference: All smart teams

had more equal member communication (and plenty of it) and were good at emotion reading. When the online collaborators could not see each other,



22

So, that is smart teams and the dumb teams are there. It is not that smart teams had more gender equality these teams simply had more women and this result might be partially due to the fact that more women scored higher in the reading the mind in the eyes test is there. So, therefore they have their practices which have been adopted by both the teams, and they, in that case, it is the question will be that is from your experience in terms do you agree with the researchers finding the right.

So, that you can comment you can read you can work on this particular case study this is on the highLY functioning team in which you have been a member what other characteristics might have contributed to the success. The authors have also suggested that membership in a team exercises smarter founded teams were more rational and quicker at finding solutions to there. I will advise you that is while going through this case study you can suggest the certain suggestions from your side.

So, that is the and then definitely it will be best for you guys from your own experiences and therefore how to create the smart team that you will be able to develop of your own by go after going through this particular case study.

**(Refer Slide Time: 28:19)**

## Research Paper



Team Performance Management  
Vol. 13 No. 1/2, 2007  
pp. 34-46  
© Emerald Group Publishing Limited  
1352-7392  
DOI 10.1108/13527390710736716

# The Dynamic Organic Transformational (D.O.T.) team model for high-performance knowledge-worker teams

Hettie S. Courtney

NASA/Goddard Space Flight Center, Greenbelt, Maryland, USA

Ernestina Navarro

St Mary Medical Center, Apple Valley, San Bernardino,

California, USA, and

Carrie A. O'Hare

Stuyvesant Town Court, Stuyvesant, New York, USA

### Purpose

This paper aims to explain the dynamics of the five dimensional Dynamic Organic Transformational (D.O.T.) Team Model for knowledge-workers to use in achieving high performance.



25

This is the research paper on the dynamic organic transformational duty team model for high-performance knowledge worker teams is there. Now, this is another issue is there that is whenever we are forming that high performing team and your team is not based on only the skills that are based on the knowledge is there. So, that is leading, leading the team with the intellectual team of the intellectuals right.

So, knowledge worker teams leading is definitely it is a big challenge therefore this paper will be helping you.

**(Refer Slide Time: 28:19)**

### Design/methodology/approach

The D.O.T. Team Model is a dynamic team model developed to integrate and expand key concepts from open systems – contingency and dynamic congruence, transformational leadership, and learning organizations. The five dimensions of the D.O.T. Team Model consist of purpose, people, partnerships, process, and performance.

The D.O.T. Team Model is most applicable where subjective measures are used for high performing teams. This model transcends the existing team performance theory and provides a basis for future researchers to build onto the continuing evolutionary changes in team performance.



26

That is with the help of the tip performance theory that is how you can handle this type of situation and can become a successful leader is there.

(Refer Slide Time: 28:59)

**Findings**

The D.O.T. Team Model is a comprehensive and holistic approach for knowledge-workers to achieve high performance. This model is grounded in theory and by applying the five dimensions (purpose, people, partnerships, process, and performance) this model enables optimum fit with a high-performance team's organization and environments – allowing knowledge-worker members to effectively respond to dynamic changes and enhance its team and organizational performance.

**Practical implications**

The article is particularly relevant to practicing knowledge-worker leaders and team members that operate in a dynamic environment requiring a high-performance team that can rapidly adapt and respond to change. The D.O.T. Team Model creates an understanding of the organizational and environmental dynamics necessary to achieve a high-performance team capable of operating in this dynamic environment.



27

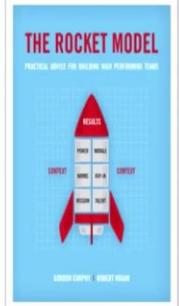
So, here we find it is the online knowledge workers members to effectively respond to dynamic changes right and therefore allow them actually the first part which you have talked about the inclusive. So, if inclusion leadership is there. So, then this type of these issues will be handled by the leader himself. So, this will be the practical implication.

(Refer Slide Time: 29:20)

**BOOK RECOMMENDATION**

**The Rocket Model: Practical Advice for Building High Performing Teams**

**Authors:** [Gordon Curphy](#)  
**Publisher:** Hogan Press (30 May 2012)  
**Language:** English  
**Paperback:** 198 Pages  
**ASIN :** B00885Z0MC



[https://www.amazon.in/Rocket-Model-Practical-Building-Performing-ebook/dp/B00885Z0MC/ref=sr\\_1\\_1?dchild=1&keywords=building+high+performance+team+rocket+model&qid=1632334743&sr=8-1](https://www.amazon.in/Rocket-Model-Practical-Building-Performing-ebook/dp/B00885Z0MC/ref=sr_1_1?dchild=1&keywords=building+high+performance+team+rocket+model&qid=1632334743&sr=8-1)

28

This is the book recommended the rocket model itself and the particular advice for building a high-performance team is there. And here these all points have been discussed in the details and which you can refer and I am sure you will be having the successful team is there.

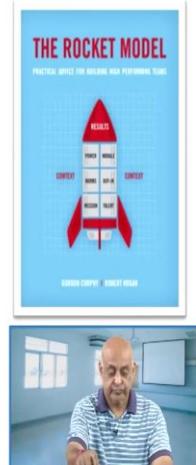
(Refer Slide Time: 29:34)

### BOOK RECOMMENDATION

Humanity's greatest accomplishments, from building the pyramids in Egypt to exploring the outer reaches of the universe, are the result of group effort. In business, high-performing teams can achieve superior results to individuals. Teams are also susceptible to countless forms of dysfunction, and, if poorly managed, even the most talented groups can fall flat.

Written by industry iconoclasts Drs. Gordon Curphy and Robert Hogan, The Rocket Model taps research and experience by the world's leading experts on human behavior, leadership, and team dynamics to create a practical model for building and managing high-performing teams.

[https://www.amazon.in/Rocket-Model-Practical-Building-Performing-ebook/dp/B0085Z0MC/ref=sr\\_1\\_1?child=1&keywords=building+high+performance+team+rocket+model&qid=1632334743&sr=8-1](https://www.amazon.in/Rocket-Model-Practical-Building-Performing-ebook/dp/B0085Z0MC/ref=sr_1_1?child=1&keywords=building+high+performance+team+rocket+model&qid=1632334743&sr=8-1)



29

(Refer Slide Time: 29:36)

### References

- <https://www.forbes.com/sites/forbeshumanresourcescouncil/2020/09/16/14-characteristics-of-high-performing-teams/?sh=277415f216c6>
- <http://www.therocketmodel.com/what-is-rocket-model>
- <https://www.winsborough.co.nz/blog/introducing-the-rocket-model>
- <https://www.wrike.com/blog/6-different-team-effectiveness-models/>
- <https://businesssimulations.com/white-papers/the-7-habits-of-highly-successful-team-leaders>
- <https://www.thomas.co/resources/type/blog/how-to-build-high-performance-teams>
- <https://www.forbes.com/sites/forbescoachescouncil/2020/09/03/the-art-of-leading-high-performing-teams/?sh=4a05745962e1>



30

These are the references as usual and for the material which has been, we have discussed above and simultaneously for you are the further studies. I am sure that is when we have travelled through this particular journey right and coming towards the end and this particular developing the high-performance team and this culture development and practices which have been

discussed here the tips for the high performing team that will help you in your future endeavour. So, this is our for further readings and thank you.

**Leadership and Team Effectiveness**  
**Prof. Santosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology, Roorkee**

**Lecture - 59**  
**Building Credibility and Trust**

In fact, the success of any team it depends on credibility and trust right and this becomes the leader a very important responsibility that how he builds the credibility and the trust is there. And once the leader approaches credibility and then definitely the team members start trusting their particular leader, I would like to give the example of like the Sridharan and therefore, in that case, we have seen that is how he has successfully completed the projects.

The different projects and Konkan railway projects, the Delhi Metro railway projects. So, therefore in that case it is very necessary to understand that is the I think this is one of the highly essential parts of the success of a leader and that is the building the credibility is there. And therefore, we can understand that once credibility is created it is forever.

**(Refer Slide Time: 01:26)**

### CONTENTS

- Define Trust
- Trust Triangle
- Four research-based practices to earn and keep the trust of others
- Trust, Diversity and Team Performance
- The Trust Equation
- Credibility
- The Three Components of Credibility
- Case Study
- Research Paper
- Book recommendation
- References

Source: <https://www.workstyle.io/img/blog/team-trust-building-activities/image3.jpg>



So, here we will talk about the trust and then the and defining this trust triangle for research best practices to earn and keep the trust of others, trust diversity, and team performance the trust

equation credibility and the three components of credibility which are required to develop and as usual on the case study, research papers and the book recommendations with the references.

**(Refer Slide Time: 01:50)**

The process of building trust is an interesting one, but it begins with yourself, with what I call self trust, and with your own credibility, your own trustworthiness. If you think about it, it's hard to establish trust with others if you can't trust yourself.

**Stephen Covey**



Source: <https://www.azquoters.com/quote/1177989>

So, the process of building trust is an interesting one but it begins with yourself right. So, therefore in that case with what I call self-trust and with your own credibility and your own trustworthiness if you think about it, it is hard to establish trust with other if you cannot trust yourself is there. So, in both the dimensions as brother Stephen Covey is concerned that is the credibility. So, I would like to connect here the credibility with the ownership.

If I am taking my own ownership then definitely, in that case, I will be able to take the ownership for the others and responsibilities for the others because I have taken the ownership for that. So, the leader is having his own creditability, and similarly, that is the in whether you have the confidence or not. If you have confidence, you will be able to develop trust because trust is between the two people. And therefore, in that case when the one the positional power there is a leader.

If he himself is having the trust he will be able to develop the trust among the team members. If he is not able to develop the trust within himself then definitely in that case it will be very difficult as it has been mentioned you cannot trust if you cannot trust yourself then forget about that is establishing the trust with when the others are concerned.

(Refer Slide Time: 03:19)

Definition of Trust	
Moorman, Deshpande & Zaltman, 1993)	"Trust is defined as a willingness to rely on an exchange partner in whom one has confidence."
(Lewicki & Bies, 1998).	"Trust is defined in terms of confident positive expectations regarding another's conduct"
(Gambetta, 1988)	Trust is "a particular level of the subjective probability with which an agent assesses that another agent or group of agents will perform a particular action"

Source: <https://www.dilsever.com/delta/architects-of-trust-building-trust-in-the-workplace>



36

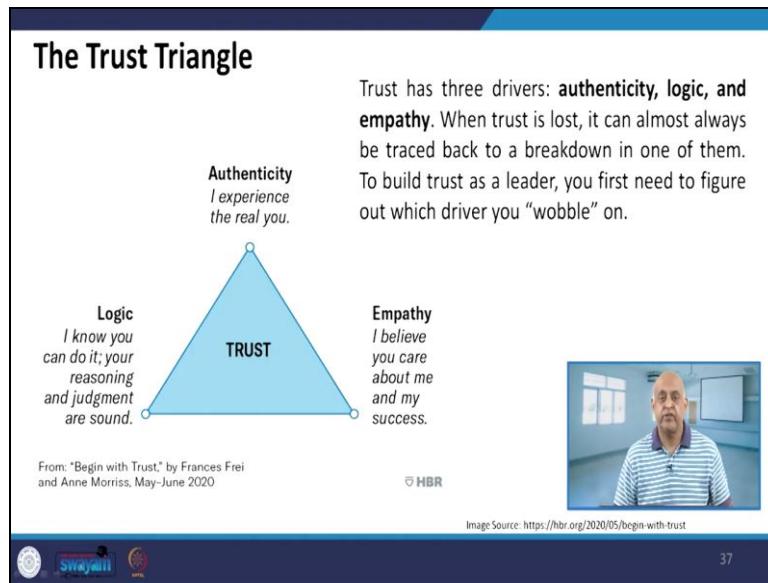
First, we will like to see the academic input because we have to understand that is the and the people keep on talking about that is the trust and the patience that is the major pillars for this success is concerned. So, this exactly what is trust means. So, here trust is defined as a willingness to rely on an exchange partner in whom one has confidence right. And therefore, in that case, it is, just like a glass right.

So, once the trust is there and then it is the responsibility of another person to keep that intact that particular trust. So, trust is different in terms of confident positive expectations. So, therefore yes it will be done. So, whenever you are assigning a particular task to your team member you know that it will be done and that your trust is there. So, there is positive expectations are there regarding another's conduct.

And therefore, many times we see there. is a leader they are having the fixed team and they are not going for the leader-member exchange rather than they have the fixed team. The reason is that is about the root of this understanding and that is the leader has a very high trust in that particular team member. So, trust is a particular level of subjective probability it is a cognitive matter right.

So, therefore with which an agent assesses that another agent a group of agents will perform a particular action is there or not. So, therefore in that case it is the cognitive ability of the individual is there. And that is why the one person is having the trust with another person because of he has developed that of a cognitive affection. And whenever there is a cognitive affection is there then definitely there will be the trust is there.

**(Refer Slide Time: 05:18)**



And as a result of which the person makes sure that is that he will be able to go for this particular understanding. Now we will talk about that is how the trust triangle works. So, therefore in the trust that is the first and foremost and which that is I experience the real you. So, therefore authenticity is the first and foremost part. So, therefore in that case that is why it is always told it is a test and trust.

So, because it is the authenticity that is developed with the experiences. So, therefore in that case if you develop that particular trust and that that it is the authenticity is developed. Now in the context of the team, we will find that if you give authorization, you have a delegation. So, to whom you have a delegation because you had an experience of authenticity. And the as a result of which you are giving this particular task or that particular job to that particular person.

So, it can almost always be traced back to the breakdown in some of them to build trust as a leader and we need to figure out which driver we will on. So, therefore another that factor which

is creating trust is empathy. That is, I believe you care about me and my success, and therefore as a result of this empathy the trust that has been developed between the leader and the team members is there.

And the third one is that there is logic. So, I know you can do it you're reasoning and the judgment is sound and therefore that trust is there. Now here you see that is whenever we are talking about logic authenticity and empathy.

**(Refer Slide Time: 07:07)**

**Four research-based practices for Leaders to master to earn and keep the trust of others: HBR Study**

- 1. Be who you say you are.**
  - Embody your stated values.
  - Acknowledge any say-do gaps
- 2. Treat others and their work with dignity**
  - Create opportunities for others to shine
  - Be a safe place to fail
- 3. Balance transparency with discretion.**
  - Set and keep information boundaries
  - Offer and invite dissent and feedback.
- 4. Build bridges that unify.**
  - Turn rivals into accomplices.
  - Be fascinated by others to create belonging.



38

Then a question will arise that is the exactly which dimension that will be having on the upper hand over the others is concerned. And therefore, we have to talk about the 4 research best practices for leaders to master to earn and keep the trust of others. So, this particular research practice of the HBR study will help us that is how we can earn and keep the trust. So, be who you say you are and therefore in that case transparency and honesty are required.

So, that is the embody you are stating will lose. So, whatever you say and so, there should not be a difference between what you did and what you preach. So, therefore in that case it is becoming very important that is you embody whatever the values are there and acknowledge any say do gaps. So, therefore in that case whatever you acknowledge then that is yes there are so, there is no need that is the to give a wrong image a wrong impression.

So, therefore if any the gap is there. Then acknowledge that yes that is the gap is there. And that is because this is a continuous process. So, today is the gap the gap will be bridged tomorrow right. So, so there is nothing like saying that no there is no gap right that will be wrong. So, treat others in their work with dignity and that is a create opportunities for others to shine be a safe place to fail balance transparency in the discussions, and the build the bridges that unify.

It is always important right that is whenever you are interacting with others how do you address them right and therefore giving the opportunity to them never claim these opportunities for yourself only. So, everybody wants to get the opportunity. So, give them the opportunity let them learn and do, and therefore and naturally in doing so, because of their inexperience they will fail and whenever they will fail then you have to bridge that particular gap.

And then develop that particular team member and as a result of which you will find that easy your team is able to perform.

**(Refer Slide Time: 09:23)**

### Trust, Diversity and Team Performance

- Diversity doesn't automatically confer advantages in decision-making. In fact, if diverse teams aren't managed actively for inclusion, they can underperform homogenous ones.
- That's because shared knowledge is key in decision-making, and diverse teams, by definition, start out with less of it.
- But if you create conditions of trust that allow diverse team members to bring their unique perspectives and experiences to the table, you can expand the amount of knowledge your team can access—and create an unbeatable advantage.

Source: <https://hbr.org/2020/05/begin-with-trust>



39

So, diversity does not trust diversity in team performance when we talk about that it does not automatically convert advantages in decision making. In fact, if the diverse team are not managed actively for inclusion, they can underperform homogeneous ones we have discussed in the previous session these things that are the group should have the diversity and nowadays it is a

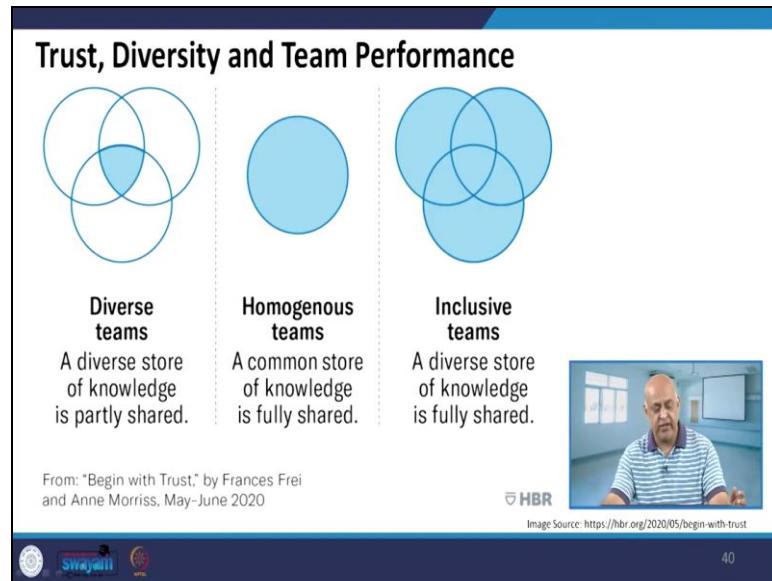
compulsion to have diversity because your main power is coming from the different culture different part of the globe.

And therefore, in that case, the leader should be able to manage actually far the inclusion is concerned. If he will not have the inclusion of dear friends, he will not be a successful leader. So, therefore that orientation of inclusion will require acceptance of the diversity is there. And as a result of which those who are having underperformance will come out at a particular level and will become homogeneous.

So, shared knowledge is key in decision-making. So, the leader right he has to be a good knowledge worker and he should be able to share and diverse teams by definition start out with the less of it and therefore different teams are there. Then giving them the right direction for the performance but if you create conditions of trust that allow diversity members to bring their unique perspectives and experiences to the table you can expand the amount of knowledge your team can access it's a wonderful point.

Because in that case, you will find that is a competency of the leader. So, you bring that a unique perspective to on the knowledge table. So, every member who are working as a team naturally they are looking forward from the leader to that particular knowledge. And therefore, that when the leader brings that particular knowledge then definitely in that case your team can access and create an unbeatable the situation, and then therefore the goals will be achieved.

**(Refer Slide Time: 11:10)**



So, in the diverse teams a diverse store of knowledge is partly shared right in homogeneous team a common store of knowledge is fully shared and in inclusive teams a diverse store of knowledge is fully shared is there. So, here you see that is in the organizations many times the leaders they have the false notion that is the if they will having these inclusive teams then in that case whatever the homogeneous teams, they are having then that will be more successful as compared to the inclusive team.

So, they do not go for the inclusive team but that is wrong and therefore in that case we have to convert the diverse teams with the homogeneous teams and as a result of which we will be able to create under trust because now we are having the all the colours all the colours of the performance. So, therefore in that case whenever we are having this the team members coming from the different background different culture different ability and skills and maybe the managerial attitude.

Then definitely in that case the whatever the only single team is having the one knowledge one skills and then therefore it is always ask this question there is what type of the team would you like to select. So, that has to be the cross functional team is to be there. When you are the diverse cross functional team full of knowledge then definitely you will be able to cover the inclusive trim is there.

**(Refer Slide Time: 12:30)**

**The Trust Equation**

*The Trust Equation*

TQ stands for Trust Quotient. The Trust Quotient is a number — like your IQ or EQ — that benchmarks your trustworthiness against the four variables. The Trust Equation uses four objective variables to measure trustworthiness. These four variables are best described as: Credibility, Reliability, Intimacy and Self-Orientation.

Image Source: [https://trustedadvisor.com/public/Equation\\_Full-1.jpg](https://trustedadvisor.com/public/Equation_Full-1.jpg)

41

So, ultimately then we create the trust equation. What is a trust equation is there? So, that is credibility, reliability and intimacy are there. And when the credibility and the sum of the credibility reliability and intimacy are divided by the self-orientation then we are able to develop that particular trust is there. So, that is whenever we are talking about the T q stands for the test quotient. So, we already talked about the I q E q S q.

And now we will talk about the T q in this particular session and that is about the trust quotient it is it is just like a number of the I q or E q that benchmarks your trustworthiness against the four variables. And the trust equation uses four objective variables to measure trustworthiness. So, credibility reliability, and intimacy are there. And but we should not forget that the sum of credibility reliability and intimacy is divided by the self-orientation is there.

So, therefore in that case whenever we are measuring, measuring these the trust quotient then definitely in that case that is trustworthiness that minimizes the self-orientation and maximizes the CRI that is the credibility reliability and the intimacy is there.

**(Refer Slide Time: 13:55)**

## The Trust Equation: Four Variables

### 1. CREDIBILITY

has to do with the words we speak. In a sentence we might say, "I can trust what she says about intellectual property; she's very credible on the subject."

### 2. RELIABILITY

has to do with actions. We might say, "If he says he'll deliver the product tomorrow, I trust him, because he's dependable."

### 3. INTIMACY

refers to the safety or security that we feel when entrusting someone with something. We might say, "I can trust her with that information; she's never violated my confidentiality before, and she would never embarrass me."



Source: <https://trustedadvisor.com/why-trust-matters/understanding-trust/understanding-the-trust-equation>

42

So, then how to make this higher sum, to make the higher sum first I would like to take the credibility has to do with the words we speak in a sentence you might say I can trust what she says about intellectual property. She is very credible on the subject is there. And therefore, in that case whenever the leader shares this type of the sentences the credibility of the person increases. Reliability is there with the actions that if he says he will deliver the product tomorrow I trust him because he is dependable is there.

And therefore in that case that reliability is developed by these team members with the leader because of their timely action and the performance of the task which has been given to them. The third one is the intimacy which is the now you see any task is incomplete unless and until it is not having that particular emotional input and therefore, I can trust her with that information she has never violated my confidentiality before and she would never embrace me and that is about that intimacy.

And when there is bondage of intimacy between the leader and the team member is there. Then how when and when can stop a person from giving the best results is there. So, therefore in that case even if we are having this credibility reliability but it will be incomplete unless and until there is not the intimacy is there.

**(Refer Slide Time: 15:29)**

## The Trust Equation: Four Variables

### 4. SELF-ORIENTATION

refers to the person's focus. In particular, whether the person's focus is primarily on him or herself, or on the other person. We might say, "I can't trust him on this deal — I don't think he cares enough about me, he's focused on what he gets out of it." Or more commonly, "I don't trust him — I think he's too concerned about how he's appearing, so he's not really paying attention."



Source: <https://trustedadvisor.com/why-trust-matters/understanding-trust/understanding-the-trust-equation>

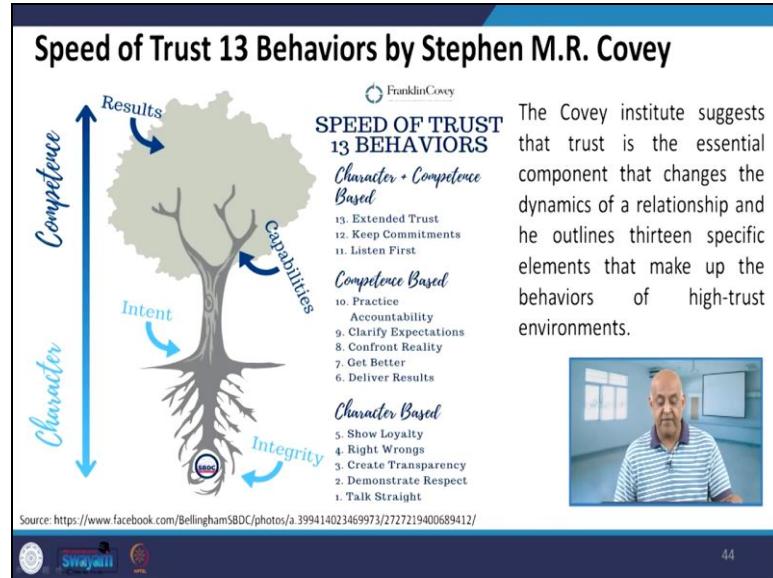
43

So, the total score that is credibility reliability, and intimacy is there. And then that is divided by division is there. by self-orientation. So, it refers to the person's focus in particular whether the person's focus is primarily on him or herself or on the other person. Now you see many people leaders, unfortunately, feel that they are successful because of their own. But that is not true they are successful because of their teams and because any person alone cannot give the results.

So, therefore in that case here the self-orientation right that debt has to be tested. So, we might say I cannot trust him on his deal I do not think he cares enough about me he is focused on what he gets out of it. So, therefore in that case definitely that even is a more self-orientation as compared to the team building is there. I do not trust him I think he is too concerned about how he is appearing or he is not really paying attention there.

And therefore, the leader gives this message that he is not concerned. If he is not concerned about sensitivity, I would like to say other than concern that is if the leader is not sensitive then definitely in that case or the member is not sensitive it is you see that easy trustworthiness is required from both the sides. So, therefore whether the leader or team member is there. And then in that case, if they are not having the trust for the other person then definitely that cannot be given the delivery by this particular team.

**(Refer Slide Time: 17:04)**



So, Stephen Covey has given this 13 speed of the trust 13 behaviors and therefore in that case it is like you can see right it is just like a tree is there. And in the roots, you will find that is how this integrity is developing on this particular intent capabilities and the results are coming out. So, is the essential component that changes the dynamics of a relationship and he outlines thirteen specific elements right.

These are the top state that demonstrates respect and creates transparency right wrong show loyalty. So, that that is about the character-based is there. Then their competency-based is there. So, those who are giving the delivery of the results get the best to confront reality clarify expectations, and practice accountability is there. And then it is based on the character plus competency-based both. So, it is about the listen to the first keeping commitment and the extended trust is there.

**(Refer Slide Time: 18:07)**

**Credibility**

- Your reputation for being trustworthy.
- The degree to which others believe or trust in you.
- Credibility is your reputation for being trustworthy - trustworthy to perform your work with excellence; to care about those you work with and for; to live by high ethical, corporate, and personal values; and to deliver on your promises. In short, your credibility is the degree to which others believe or trust in you.

Image Source: <https://corporatestays.com/wp-content/uploads/2020/03/cross-multicultural-teams-1.jpg>

45

Now we will take the credibility. So, your reputation for being trustworthy is the people you see there is the people are knowing about it is the how credible you are. So, the degree to which the others believe or trust in you. So, credibility is your reputation for being trustworthy. So, therefore in that case you work within for to you by the high ethical corporate and personal values, this is a very important point. So, here we are talking about the high ethical and the corporate and personal values are very important dear friends. We talked about the values and the leadership and values and the team building in our earlier sessions. So, therefore in that case it is important that is we have to understand that the creating the personal values.

Now, this is another question that arises here. How to develop the values into a person because of his personal values are not that strong. So, we have talked about developing the team and the team effectiveness where you are finding that team members those personal values are conflicting with the personal values of the leaders. So, here it is becoming this important in short there is a credibility is a degree to which others believe or trust in you and that is to be developed is there.

**(Refer Slide Time: 19:40)**

## The Three Components of Credibility



As a future manager and executive, you can control your reputation as a credible communicator by focusing on three well-established factors: **competence, caring, and character**. Research has shown that these three factors almost entirely account for whether a person is considered credible in professional situations. Credibility is like a three-legged stool. Without any one element, it is compromised.



Image Source: <https://player.slideplayer.com/26/8529591/data/images/img7.jpg>

46

Now the first and foremost is I always keep on saying and interacting with the others that is the nothing can be compensated with the competency is concerned and how we define the competencies right. So, therefore the first and foremost that is in knowledge and skills for that particular job if the person does not have that knowledge if he is not having that skill then there will be the no competency will be there.

So, therefore this competency is to be focused on the first second is the caring is there. So, this caring attitude that will be giving you the personal concern among the team members and the leaders is concerned. And the third one is that the character is there. So, the and that is the what is the character you are carrying. So, therefore these are three it is just like a very nice analogy has been given here that that is about the three legs tool without any one element it is compromised.

**(Refer Slide Time: 20:50)**

## 1. The Role of Competence in Establishing Credibility

**Competence:** refers to the knowledge and skills needed to accomplish business tasks, approach business problems, and get a job done.

- Most people will judge your competence based on **your track record** of success and achievement.
- People develop competence through study, observation, and practice and real-world business experiences.
- How you communicate directly affects the perceptions others have of your competence.



47

So, therefore in that case we will see what is about the competency is there. Now the knowledge and skills are needed to accomplish this business task that gets a job done. So, most people will judge your competence based on your track record of success in achievement right. So, therefore delivery, and delivery of the task is very important. If you are delivered and your track record says that, is you do your task on time then definitely in that case you develop that credibility is there.

People develop competence through the study observation and practice and real-world business expenses are there. And therefore, that is making the person competent is there. How you communicate directly after is the perceptions others have of your competence is there. Now you see that we have talked about communication in leadership. So, your selection of words and that will decide about that is how much the leader is concerned with the team members is there.

**(Refer Slide Time: 21:44)**

## The Role of Competence in Establishing Credibility

- People develop competence in many ways: through study, observation, and, most important, practice and real-world business experiences.
- Your entire business program is likely centered on developing competence in a certain business discipline and/or industry.
- You may already have significant business experience. If you're a novice, seeking internships and jobs related to your discipline will help you develop competence. How you communicate directly affects the perceptions others have of your competence.

Two traits associated with competence:

1. A focus on action and
2. An emphasis on results.



48

Therefore, in competence in through study observation and practice real-world business experiences and an entire business program the developing competence in a certain business discipline, and therefore, in that case, one can be specialized or competent in the one area. So, therefore it may be significant business experience will tell us that is the way that one person is if you are a novice seeking an internship and job related to your discipline will help you develop competence.

How you communicate directly affects the perception others have of your competence is there. So, first one is the; that is a focus on action and another one is an emphasis on the results is there.

**(Refer Slide Time: 22:23)**

## 2. The Role of Caring in Establishing Credibility

- **Caring:** implies understanding the interests of others, cultivating a sense of community, and demonstrating accountability.
- People distrust individuals who are perceived as unconcerned about the interests of others or disinterested in causes above and beyond themselves.

Your colleagues, clients, and even your customers will trust you far more if they know you care about them. **As Mahatma Gandhi once stated,** "The moment there is suspicion about a person's motives, everything he does becomes tainted." This statement applies in nearly all business circumstances: People distrust individuals who are perceived as unconcerned about the interests of others or disinterested in causes above and beyond themselves. In the business world, caring implies understanding the interests of others, cultivating a sense of community, and demonstrating accountability.



49

Second one is about the caring is there. So, implies understanding the interest of the others cultivating a sense of community and demonstrating accountability. So, people distrust individuals who are perceived as unconcerned about the interest of others or disinterested in causes above and beyond themselves are there. So, therefore in this is to be taken care of. You cannot be the disinterested with your team member right and therefore in that case our team member cannot be disinterested with the leader is concerned.

So, therefore but why it is unconscious because of the distrust is there. So, once we it is having the distress then automatically it will come the caring will be there. And therefore, here we will find the moment there is suspicion like Mahatma Gandhi has once stated there is suspicion about a person's motives everything, he does become tainted. So, therefore we can be very careful about this and in all people distrust, individuals who are perceived as unconcerned about the interest of the others is there.

So, unless and until you are not having the concern for the interest of the others you will not be having any caring attitude towards your team members. So, here it is the become very important and interest of the others a sense of community and demonstrates the accountability is there. So, whenever we are having this type of this sense of community and demonstrating the accountability then definitely the people will be having the trust amongst the leader.

**(Refer Slide Time: 23:55)**

### **Understanding the Interests of Others**

- Your ability to gain credibility strongly depends on your ability to show that you care for the needs of others.
- Effective communicators gain trust by connecting with others—that is, seeking to understand others' needs, wants, opinions, feelings, and aspirations.

### **Cultivating a Sense of Community**

The most effective business leaders in today's corporate environment have generally risen to their positions because of their sense of community and teamwork.

Speaking about "our needs" or "your needs" as opposed to "my needs" engenders trust and helps you come up with solutions that achieve mutual benefit



50

So, what we learn? So, so we have to understand the interest of others is very necessary if you want to have an effective team. So, therefore, in that case, gaining credibility strongly depends on your ability to show that you care for the needs of others is there. And understanding the needs of others wants opinions feelings and inspiration is there. So, as a result of which what is that it is not only a professional team rather than it is becoming a community because you have given a sense of community to your team.

So, our needs are your needs and that is why the communication. So, it is not me it is we. So, therefore your needs are my needs. And so, engenders trust in helps you come up with solutions that achieve the mutual benefits are there.

**(Refer Slide Time: 24:47)**

## Culture of Accountability

A sense of accountability involves a feeling of responsibility to stakeholders and a duty to other employees and customers.

By placing a rationale for accountability in your communications, you will generate substantial trust and goodwill from others.



Source: <https://www.ccl.org/wp-content/uploads/2020/11/5-ways-to-foster-accountable-leadership-center-for-creative-leadership-1024x536.png>

51

Now the third one is that is about the culture of accountability if I was to foster the culture of accountability is there to give provide share and provide freedom and provide resources and be clear is there. So, it is a feeling of the responsibility to stakeholders and duty to other employees and customers are there. So, by placing a rationale for accountability in your communication you will generate substantial trust and goodwill from the others concerned.

(Refer Slide Time: 25:14)

## Accountable Cultures have.....

1. Improved Performance
2. Greater Employee Participation and Involvement
3. Increased Feelings of Job Proficiency
4. A heightened commitment to the work at hand
5. Added creativity and Innovation
6. Leading to higher employee morale and Job satisfaction, and deeper employee engagement.



Source: <https://www.slideshare.net/xeniumhr/taking-ownership-how-to-create-a-culture-of-accountability-in-the-workplace-copy>

52

So, how the accountable cultures what are the characteristics are there. They it improves the performance greater employee participants and involvement increase feeling of the job proficiency, a heightened commitment to the work at hand, added creativity and innovation

leading to higher employee morale and job satisfaction and deeper employee engagement is there.

(Refer Slide Time: 25:35)

### 3. The Role of Character in Establishing Credibility

- Character: refers to a reputation for staying true to commitments made to stakeholders and adhering to high moral and ethical values.
- Character has always been important in business relationships, especially long-term, collaborative relationships. It is becoming even more important—especially for leaders—in an increasingly open, transparent, connected, and interdependent workplace.

[http://charactercounts.org/wp-content/uploads/2021/06/Six\\_Pillars\\_of\\_Character-cmyk.png](http://charactercounts.org/wp-content/uploads/2021/06/Six_Pillars_of_Character-cmyk.png)

The Six Pillars of Character



53

And the role of characters in now the last part is that is about the credibility is there. So, these are the six pillars of these characters that we are talking about which have been mentioned earlier we will take them one by one. So, therefore it is repetitive for the string to true to the commitment met to the stakeholders and add to the high moral and ethical values. So, the character is actually it is the basic that is having the collaborative relationship.

And when it became more important for leaders increasingly open transparency and well connected with each other and therefore it is here you will find the inter interdependent workplace is created.

(Refer Slide Time: 26:17)

## What Determines Trust in Individuals in the Workplace?

Character is central in creating trust. Consider the recent research, depicted in figure Business executives were asked what the most important determinants of trust in workplace projects were. Overwhelmingly, character-based traits—that is, honesty, ethical behavior, willingness to exchange information—ranked at the top.

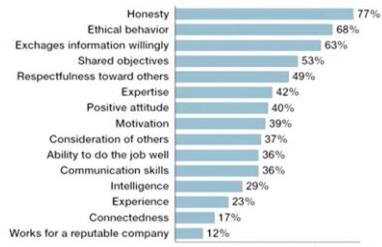


Image Source: <https://player.slideplayer.com/26/8529591/data/images/img0.jpg>



54

Here one more is including the trust the recent research depicted the business executives were asked what the most important determinants of trust. And therefore, you find it is the honesty and we have talked about this right from the honesty to the works for a reported reputable company and we have discussed these all dimensions in time to time which is talking about that is the how this leadership with the shared objective shared values also.

We would like to we already discussed with the objectives and the values shared values also right and therefore in that case developing this competency is there. So, these character-based rates which are honesty ethical behavior willingness to exchange information and are the becoming the top but we should not forget that is works for a reputable company, and connectedness and experience, and intelligence also it is playing an important role in the case of the determined trust in the individuals.

**(Refer Slide Time: 27:14)**

### **Case Study : Trust is to be earned.**

- Mayank, the BM of a company's Bangalore branch was sitting with his boss Shiv, the RM of South India. Shiv was sharing his angst with Mayank concerning Mayank not enrolling him in important decisions he was taking about distribution changes Mayank was implementing in the Karnataka market. Mayank was not comfortable with the conversation and did not want to be cowed down. He pounced on Shiv saying, "Why don't you trust me?" As he was getting unsettled, he repeated that 2-3 times with his emotions running high and he continued arguing, losing the logic he was giving while arguing with Shiv. Shiv was calm all the time with a slight smile on his face, but he did not counter Mayank.

He just gave a signal to Mayank that there was no point in continuing the conversation for the time being. Mayank left after some time as Shiv was silent and not even making eye contact.



(Source: Batra, 2018)



55

So, dear friends finally we come to the reference matters. So, here it is the case study that is the trust is to be on right and it is the very interesting case study I am sure you will enjoy this case study.

**(Refer Slide Time: 27:33)**

### **Case Study : Trust is to be earned.**

- Mayank was finding the discussion interesting and he asked Shiv, "What has that got to do with trust between us?" Shiv replied, "If Arjun found it difficult to trust his Sarathi on picking up his Gandiva, how do you expect me to give you my trust so easily?"
- Mayank was all ears but still didn't know where his boss was heading to. Shiv continued, "Trust is a very big word. It cannot be given or taken for granted. It has to be earned by one's actions and words. It gets strengthened with the right actions and right words and weakened by the wrong actions and wrong words." Shiv went further, "As your senior, I am responsible for your work, and I would not like you to take any misstep which you may regret later.

You can even question me that time asking 'Why didn't you stop me if I was going wrong?' But if you forget to share your actions with me, then I am in a helpless state of being.



(Source: Batra, 2018)



57

Because it is not by saying that trust me and trust me trust will not be developed trust will be developed and trust has to be earned and I am sure that is the material which we have discussed with you right from the beginning and that you will be able to develop the trust with your team members and your team members will also have the trust in you.

**(Refer Slide Time: 27:55)**

**Research Paper**



Leadership & Organization Development Journal  
Vol. 38 No. 6, 2017  
pp. 849-867  
© Emerald Publishing Limited  
0143-7739  
DOI 10.1108/LODJ-12-2015-0293

## An integrative model of trust and leadership

Markus C. Hasel  
*EMLYON Business School, Ecully, France, and*  
Steven L. Grover  
*University of Otago, Dunedin, New Zealand*

Received 29 December 2015  
Revised 10 June 2016  
15 October 2016  
30 November 2016  
Accepted 30 November 2016

**Purpose**  
The purpose of this paper is to examine the interplay between different streams of trust and leadership and their impact on motivation and performance. The model answers recent calls for a better understanding of underlying mechanisms in these interactions.



60

This is another very relevant paper an integrative model of trust and leadership.

**(Refer Slide Time: 28:05)**

**Research Paper**

### Research limitations/implications

The ten propositions act as guidelines in mastering the complex art of leadership by understanding how behaviors affect followers. An important limitation originates in the detailed analysis of leadership and trust. Focusing on specific leadership behaviors and trust types leaves further scope for future research into additional behaviors and cofounding variables to arrive at a more holistic picture of the underlying mechanisms that make or break an effective leader.

### Originality/value

Contemporary theories on leadership and trust frequently view the different streams as overall constructs in lieu of multi-faceted phenomena. The model is a first of its kind in that it fuses contemporary leadership and trust theory to develop a set of propositions based on specific interactions between leadership behaviors and different forms of trust.



62

And therefore, you will find that is the how this trust plays a very important role in the success of a particular team.

**(Refer Slide Time: 28:08)**

## Book Recommendation

### The SPEED of Trust: The One Thing That Changes Everything

**Authors:** Stephen M.R. Covey & Rebecca A. Merrill

**Publisher:** Free Press; Reprint edition (5 February 2008)

**Language:** English

**Paperback :** 384 pages

**ISBN-10 :** 1416549005

**ISBN-13 :** 978-1416549000

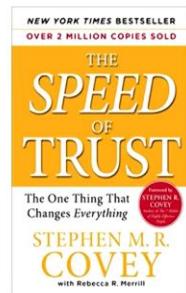


Image Source: <https://m.media-amazon.com/images/I/51TyBe3KpL.jpg>

63

This book is the Speed of the Trust the one thing that change changes everything. So, therefore you will find that is the Stephan M R Covey in is this book with the Rebecca A Merrill is really helping us to understand that is the how the trust which either brings are brings down.

(Refer Slide Time: 28:35)

## Book Recommendation

Stephen M. R. Covey shows how trust—and the speed at which it is established with clients, employees, and all stakeholders—is the single most critical component of a successful leader and organization. Stephen M. R. Covey, widely known as one of the world's leading authorities on trust, asserts that it is "the most overlooked, misunderstood, underutilized asset to enable performance. Its impact, for good or bad, is dramatic and pervasive. It's something you can't escape." Thankfully, it's also the thing that can dramatically improve your personal and professional success. Why trust? The simple, often overlooked fact is this: work gets done with and through people. The Speed of Trust offers an unprecedented and eminently practical look at exactly how trust functions in every transaction and every relationship—from the most personal to the broadest, most indirect interaction. It specifically demonstrates how to establish trust intentionally so that you and your organization can forego the time-killing, bureaucratic check-and-balance processes that is so often deployed in lieu of actual trust.

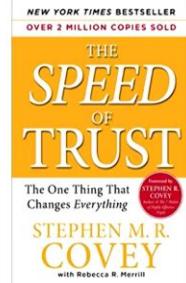


Image Source: <https://m.media-amazon.com/images/I/51TyBe3KpL.jpg>

64

And the relationship between the team members is there.

(Refer Slide Time: 28:35)

## References

- <https://hbr.org/2021/06/build-your-reputation-as-a-trustworthy-leader>
- <https://slideplayer.com/slide/8529591/>
- Hughes, R. L., Ginnette, R. C., & Curphy, G. J. (2012). LEADERSHIP: enhancing the lessons of experience. In *LEADERSHIP: enhancing the lessons of experience*.
- Hasel, M.C. and Grover, S.L. (2017), "An integrative model of trust and leadership", *Leadership & Organization Development Journal*, Vol. 38 No. 6, pp. 849-867. <https://doi.org/10.1108/LODJ-12-2015-0293>
- Robbins, S. P., Judge, T. A., & Vohra, N. (2016). *Organizational Behavior* (16th Edition). Pearson Education Inc.
- Sources: Based on C. Hymowitz, "IBM Combines Volunteer Service, Teamwork to Cultivate Emerging Markets," *The Wall Street Journal* (August 4, 2008), p. B6; S. Gupta, "Mine the Potential of Multicultural Teams," *HR Magazine* (October 2008), pp. 79-84; and H. Aguinis and K. Kraiger, "Benefits of Training and Development for Individuals and Teams, Organizations, and Society," *Annual Review of Psychology* 60, no. 1 (2009), pp. 451-474.
- <https://hbr.org/2006/11/managing-multicultural-teams>
- <https://naaee.org/sites/default/files/mcodmodel.pdf>
- <https://slideplayer.com/slide/6596038/>
- <https://slidetodoc.com/chapter-15-cultural-diversity-and-international-organizational-behavior/>
- <https://opentextbc.ca/organizationalbehavioropenstax/chapter/multicultural-teams/>
- Batra, G. (2018). *Experiments in Leadership: A comprehensive guide for Leaders with 80+ real-life case studies*. Notion Press.
- file:///C:/Users/Dell/Downloads/3825-Article%20Text-15284-1-10-20110225.pdf



65

So, this is all about the references for the above study material and also for your further studies and that will help you to understand that is how we can build the trust and make the team effective, thank you.

**Leadership and Team Effectiveness**  
**Prof. Santosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology, Roorkee**

**Lecture - 60**  
**Skills for Developing Others**

Basically, in the previous sessions, we had talked about that is how we are going to develop that leadership with the getting work done from the team members then the recipes for the team effectiveness, recipes for the models for these effective. And finally, we have reached to this particular concept that is leadership is nothing but it is the skills for developing others. The earlier all sessions have talked about how whenever we are talking about the team effectiveness, we are talking about how we can develop our people those who are working with us.

So, now when we are talking about the leaderless teams when we are talking about the empowerment when we are talking about that is the team building team effectiveness and all are one there. is nothing like that one is special and others are different. Then definitely we have to also learn how we can develop that particular skill so, that we can develop our team members.

**(Refer Slide Time: 01:42)**

### CONTENTS

- Developing others
- Principles of Developing Others:
- Develop Leadership Skills in Others: 3 Development Requirements
- Develop These Five Skills To Develop others: Forbes Study
- Six Cs for Guiding Behavior
- The 4 Recipes of Developing Others
- Case Study
- Research Paper
- Book recommendation
- References



2

So, therefore it is about the developing the others then the what are the theoretical support is the principles of developing others develop leadership skills in three others development

requirements develop these five skills to develop others according to the four best studies concern six is for the guiding behavior. The four recipes of the developing others and then as usual we will be discussing the case study research papers and the book recommendations with the references are there.

**(Refer Slide Time: 02:06)**

**Developing Others:**

- The process of training and developing your employees or team members to enable them to become more effective, take on bigger/ more significant challenges. Developing others also involves helping current employees learn new skills as the nature of their work- or the organization-changes.
- Managers play a critical role in helping their employees build the skills they need to be successful now and in the future.
- Managers and leaders should help direct reports determine which changes in behavior they would find beneficial, exploring options for how to get there, and providing them with opportunities to experience situations in which they can try out the new behaviors and receive the feedback and support they need to continue to learn and develop.



3

Now, whenever we want to develop others and we have talked about that is always know your team members that is how you are identifying your team members with their strengths weaknesses and with their personalities their capabilities their ability their skills their knowledge. And therefore then when you know your team members then definitely, in that case, you will be able to manage whatever the challenge is there.

Whatever the biggest challenge is there. that you will be able to match once you understand to develop the people right. So, it is helping current employees learn new skills now here I will also like to mention that whenever we are talking about learning the new skills are concerned that is what new skills are there. Please always refer to the different forums for example the world economic forum is concerned the industrial reports are concerned Asian businesses are concerned or the European business is concerned.

And therefore, in that case identify to do before you develop your team members the leader that not to repeat that is your visionary and therefore you know for example a 2025 then the 2030

than 2050. So, India is having these documents the vision 2025, 2030 and 2050 is there. So, what will be the new skills are there. A leader should be able to understand that whatever these national when we are talking about the global.

Now global means that is a big global remaining local. So, then in that case what will be the new skills will be there. When we are combining all these aspects then definitely in that case we will be able to develop these team members for meeting the future challenges or concerns.

(Refer Slide Time: 04:22)

### Principles of Developing Others:

- People experience maximum development under certain conditions.
  - Personal conditions conducive to growth:
    - When there is a felt need
    - When encouraged by someone respected
    - When personal plans move from general goals to specific actions
    - When moving from a condition of lower to higher self-esteem
    - When moving from external to internal commitment



4

Related to this now I will talk about these the theoretical aspects that are the principles of developing others. So, when the people experience maximum development under certain conditions that is the when there is a felt need when encouraged by someone respected when personal plans move from general goals to the specific actions moving from a condition of lower to higher self-esteem. When moving from the external to internal commitment is concerned.

Now it is always important that is the matching the need right. We have talked a lot about motivation we have talked about the job descriptions. We have talked about the work organization fit culture. So, therefore whenever there is a need has been felt right. So, then of course in that case you have to identify and when you are encouraged by someone when the respected. Now somebody comes to you and say no you are an expert in this I would like to give a very routine example.

That is whenever we go to any particular shop or the vehicle repair garage and therefore when we talk to that particular skilled person or that particular sales person that is you know you last time you were given the very good service. So, that is why I have come again. So, that is about because they are also the team members you have to get a lot of work done whether at the domestic front or at the professional front is there.

So, you know your team is there. Now here I would also like to mention that is the however we talked about the employees and team forming and the team members and organization context.

**(Refer Slide Time: 06:06)**

### Principles of Developing Others:

- **Organizational conditions conducive to growth:**
  - Basic respect for the worth and dignity of all
  - Individual differences are recognized, and a variety of learning experiences are provided
  - Each person is addressed at his/her level of development and helped to grow to fuller potential
  - Good communication prevails
  - Growth is rewarded through recognition and tangible signs of approval



5

But here I would like to mention in our daily life also we have to also consider that is the who are our team members are there. So, someone who is helped us in delivering our duties especially and of course the rights also then they are our team members and therefore always please see that is the we respect them and we take care of them. And whenever there is a need is felt and those who have stood with us then definitely, they are they are our team members are there.

Now when we talk in the professional context, so, then organizational conditions that are conducive to growth will be there. If basic respect for the worth and dignity of all is there individual differences are recognized and a variety of learning experiences are provided. And we

understand that is the yes what can and what cannot. Each person is addressed at is her level of development and helped to grow to her fuller potential is there.

We talk about the potential appraiser and the leader should not be only for the purpose of this performance appraisal. Because the performance appraisal is always about the boss-ism about it is the yes how you have performed but when we are talking about the concept of developing others. So, naturally, we fully extent the potential identification of the potential there are a number of examples where the formal managers have said that is this employee is good for nothing.

And then the CEO he is interrupted giving the opportunity to transfer the sections and that person has done the wonderful jobs are there, number of case studies you will find. So, what was that and that was that is the that the manager who is a subordinate where he was having the perception is good for nothing that has done the miracle in the with another manager is there. So, that in this case, that is the professional learning that is becoming a very important.

**(Refer Slide Time: 08:15)**

### Principles of Developing Others:

- Principles to follow in developing others:
  - *Have a respectful attitude*
    - The desire to achieve something
    - Self-respect fuels success
  - *Build self-esteem*
  - *Use the correct medium or combination of techniques*
    - One-on-one coaching, formal education, professional conferences, on-the-job learning
    - Sabbaticals keep leaders fresh and motivated



6

Now, whenever we another principle is to in developing others is a have a respectful attitude is there. So, naturally whenever the whenever somebody he wants to and to achieve something then definitely, we have to see that is the; we give that opportunity. So, how we develop the person there is though one who is desires to achieve something and we give the opportunities. So, then

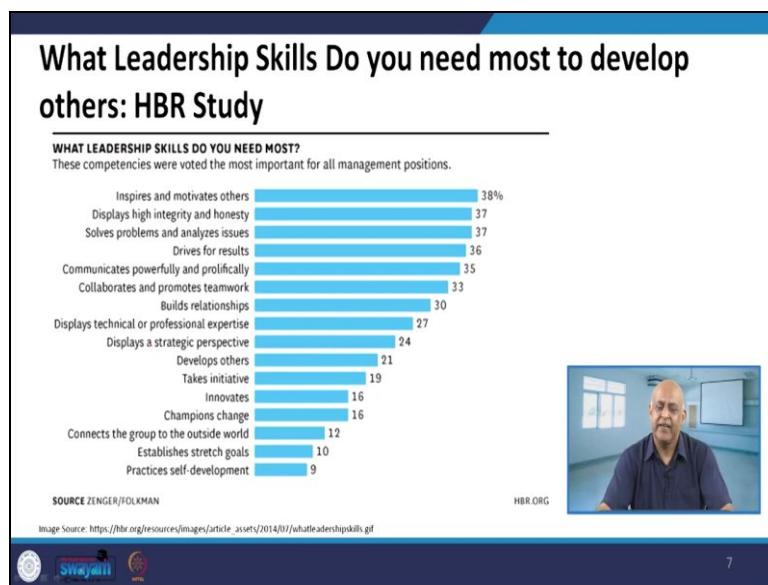
in that case definitely that person will always be you remaining your team member because the and he will never forget that whatever the skills he has developed.

Whatever he has achieved that has been provided by that particular leader is there. Now with these exercises what we do is we increase the self-esteem, enhance the self-esteem, and then therefore how we do that there is one on one coaching is done, formal education is done, professional conferences are there, on the job learnings are there. In addition to this I would also like to say that is the always give them an opportunity which is they are not expected because the and that will be diversified from their routine work.

So, therefore in that case that many times I have found that is the; people were not aware of that what the miracles they can do and, therefore now these all are the formal processes are there formal education professional conferences on the job learning is there. But when we give an opportunity at the national and international level then we find that is yes the person has explored the different areas.

So, these are sabbaticals that keep leaders fresh and motivated. So, therefore as I am saying about the international level and national level when you are giving them different opportunities and then they go on the sabbatical you and then they develop.

**(Refer Slide Time: 10:16)**



A very simple example I would like to give is the assignments the assigned research assignments is there teaching assignments are there. And therefore, in that case even if one may not be knowing that is where he is good, he might be good in teaching assignment he might be good in the research assignments he might be good in the project. So, he might be good into the industry. So, therefore in the case that the person is strong right there is a potential that the leader only can identify and then develop that particular person in that area.

So, what the leadership skills do you need most to develop the others is there that is the leader should inspire we have talked about that is the inspirational leadership is there. Display the high integrity and honesty to then solves the problem the drives for the results is there communication powerfully collaboration and promote builds relationships displays technical professional expertise the strategic perspective develop others taking initiatives innovates champion change connecting the group to the outside world establishing the stress goals and practice and self-development is there.

Now here I would like to talk about the building champions, building champions employees. Now see it in every organization there. are certain mentors and those mentors are known by anybody who has worked during what happens you know in many organizations during the orientation program the batch is sent for the training under these champions. And therefore, what they do they buy through their mentorship programs and they develop them and therefore they make the champions.

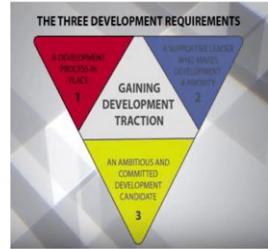
So, anybody who has worked under that particular leader then he will be a champion right. So, therefore that confidence that image now that is built and that is by the these all these supportive practices which have been mentioned is an exercise that particular mentor.

**(Refer Slide Time: 12:13)**

## Develop Leadership Skills in Others: 3 Development Requirements

- These are three pieces you need in place for effective leadership development. They work together like the three legs of a stool, which would fall over without one or two of the legs, so don't move forward in developing others without all three.

1. A Standard Development Process
2. A Supportive Leader Who Prioritizes Development
3. A Candidate Committed to Development



Source: <https://cmoe.com/blog/leaders-responsible-developing-others/>

Image Source: [https://cmoe.com/wp-content/uploads/2017/03/2019-09-12\\_0728-1.png](https://cmoe.com/wp-content/uploads/2017/03/2019-09-12_0728-1.png)

8

Whenever the mentor will be having these encouraging practices inspirational practices transformational practices and there you see there is a percentage in all has been given that is how much wattage has been given it might be the culturally specific that I understand but yes but the dimensions are important. So, these are the developed leadership skills what is required basically. So, the leader should be able to design at the standard development process right.

So, therefore in that case it is a very good example analogy has been given it is for us to. So, unless until there or not the three legs will be there right. So, do not move forward in. So, unless and until and that the all these supports have not been provided. So, a standard development process is to be designed supported leader who prioritized a development a candidate committed to the development is there.

So, do not forget in this particular course I also talked about the followers the satisfaction, the followers' roles, followers' responsibilities the and whenever we talk about Sri Krishna, Arjun Chanukah, Chandra Gupta then Dronacharya in all the cases it was the candidates commitment is there. And that is why you find that is a leader is leader he is known for his leadership his ability skills and qualities but the team building will be there.

When the candidates' commitment is also there and for the development is there. Now you want to develop a particular candidate and then the candidate's commitment if it is not there. Then it

will be difficult for a leader right. So, then who will be the Arjuna who will be the Chandragupta who is having the very high commitment and once the commitment is there, towards the leader and the leader is having the developmental approach practices and the then definitely the leader will be able to develop his team members.

(Refer Slide Time: 14:11)

### Develop Leadership Skills in Others: 3 Development Requirements

#### 1. A Standard Development Process

Create a standard process for developing others. As soon as anyone shows potential for or interest in leadership, you can take them through it. The process could include:

- An initial discussion about developmental goals
- Finding opportunities in which that person can learn and grow
- Building a personalized development plan together
- Setting up systems to hold the employee accountable
- Scheduling follow-up meetings with the employee



Source: <https://cmoe.com/blog/leaders-responsible-developing-others/>

9

Now in these the developed leadership skills the first is required that is the development process right and as we were talking about that initial discussion about the developmental goals is there. Leader and the candidate the mentor and mentee a leader and follower employer employee in the beginning itself they should be very clear their developmental goals. And the transparency has to be there otherwise what will happen the leader will waste of the time and candidate will also waste of the time and end of the result there will be the zero.

So, therefore finding opportunities in which that person can learn and grow and therefore leaders should ask the follower whether are you interested in which vertical in organizations if you want to develop and therefore, I always say there is a given opportunity to choose the favourite vertical right. And. So, then he will choose that his favourite vertical and then you see he will do the excellence.

So, this in when we are giving an opportunity that personalize development plan that in the beginning the interaction between this leader and the follower right that will create the

personalized development plan is there. So, that standard development process should be designed at the mutual accepted terms and conditions are to be there. So, setting up the systems to hold the employee accountable now naturally the process you will start.

So, then you have to also create a place in the organization structure. Scheduling follow-up meetings with the employee is there and that is why now you see in many organizations successfully has done mentor type program and they have done this successfully it is because they were having the frequent meetings. And whenever there is a meeting there is a input process and output defect will be there.

**(Refer Slide Time: 16:19)**

**Develop Leadership Skills in Others: 3 Development Requirements**

**2. A Supportive Leader Who Prioritizes Development**

Your employee should see you as a valuable resource or coach. Remember the person who helped you to develop? To be that for someone else, focus on these behaviors:

- Be committed to the process of developing others.
- Help your employees select relevant, interesting learning opportunities.
- Help him or her stay committed to the process.
- Be a good example by working on your own development.
- Stay in regular communication with the employee about development assignments.
- Give him or her developmental resources and remove barriers to improvement.

Source: <https://cmoe.com/blog/leaders-responsible-developing-others/>



10

So, therefore the development processes that has been designed once the development process has been designed then leaders' support is required. A supportive leader who prioritizes development. So, he is committed to the process of developing others which is also necessary. So, many bosses not necessarily leaders not necessarily mentors because many bosses are so, low self-confidence that is if they think that is if I will develop my subordinate will become the boss tomorrow.

So, therefore in the end case but this type of false notion the competent leaders do not have. So, help your employees select relevant interesting learning opportunities to stay committed to the process. The development process which has been coming mutually committed then that has to

be continually be a good example by working on your own development in regular communication with the employee about development assignments.

Give him or her developmental resources and remove the barriers to improvement is there. Now this is the supportive leader and I always say and you also know that is unless and until your equipment is not enough competitive you cannot give the competitive output. So, what is your instruments are your resources what are your resources main machine material money method minutes whatever you require.

Suppose you require technical support then the leader should give the technological support sometimes the main power is required then the main power is to be given sometimes it is the supporting material that is required that supporting material has been given. So, therefore in that case the leader supported leader should be able to manage the resources and I feel very happy that is the whenever we are talking about the successful leaders.

So, then all the successful leaders personally took an interest to provide the resources to their followers.

(Refer Slide Time: 18:27)

### Develop Leadership Skills in Others: 3 Development Requirements

#### 3. A Candidate Committed to Development

Even your best efforts can only have their intended effect if a candidate is committed to the process. Good candidates generally begin as one of two types:

- 1. Already Interested:** These already have an interest in becoming better leaders. They'll be excited to learn as soon as you give them the opportunity.
- 2. Easily Motivated:** Some employees can become excited about developing if you explain the many benefits they will receive from the process. They may then choose to make a commitment and stick with it.

Remember that everyone builds their skills just one step at a time. Patience is therefore essential for leadership and developing others.



Source: <https://cmoe.com/blog/leaders-responsible-developing-others/>

11

Now that is the in a candidate committed to the development. Now, this is the very, very important part. You see any process will be incomplete if it is one-sided right. So, it is required

from the two-sided and that we understood in the team-building process also. So, even your best efforts can only have their intended effects if a candidate is committed to the process is there. And good can generally begin as one of the two types already interested and easily motivated is there.

So, therefore some followers are right the team members they already. So, much motivated that is that they know where is the goal where is the vision what they want to achieve and they will achieve it. Some sometimes you find that is the employee has joined but he is not that motivated but he can be easily motivated and that is why some employees can become excited about the developing if you explain them that is what is the future is.

So, it is not the Alice in the Wonderland and you are taking the journey, journey of that wonderland and when then the Alice becomes very happy because she gets that the butterflies are there right. So, therefore similarly at our profession when we when we start our journey. So, then we find there is a lot of factors to motivate us as an academician or as an industrialist is there. So, remember that everyone builds their skill just one step at a time patience is therefore essential for leadership and developing others.

Now the leaders are what is the problem with the leaders many times they do not have time and therefore they do not cannot spare that is to develop others. I would like to give the examples most of my students when they joined the organization as a trainee management trainee and the second day they telephone me and say sir here is nothing like a training they are asking me directly deliver the task.

So, the days have gone dear friends the days whatever your designation is there. But it is expected that is you will deliver the task is there. If this is a situation then what is a that is the you are supposed to be well equipped before even you try to learn something is there. And therefore, in that case, like you see we give these MBA students these industry exposure those who are fresher's that is a do the live projects.

And therefore, in that case they get these opportunity to interact with the industries for the two years and then therefore they; it is not only the summer training or the industry projects in addition to that their live projects are giving them opportunity. And therefore, but so, it is important that is the leader gives them that is the learning opportunities and that is required the patience is there and then he will be able to develop.

(Refer Slide Time: 21:23)

**Develop These Five Skills To Develop others: Forbes Study**

If you aspire to become a business leader, you'll need to develop these five skills, which will enable you to be viewed as "leadership material" and help you to eventually rise to a leadership position.

**1. Creativity**

According to the [LinkedIn Learning 2020 Workplace Learning Report](#), creativity is one of the top skills all employees need. Creativity is important because nothing in business is static. As conditions change, leaders must adapt and execute on a new plan. Without the ability to be creative, companies become obsolete very quickly.

Source: <https://www.forbes.com/sites/forbescoachescouncil/2020/06/12/develop-these-five-skills-to-leap-into-leadership/?sh=e22c44b7e788>

13



Then similarly the forwards have done the study and therefore they also come out of it with these five skills that is the, yes. If we develop these five skills in others then definitely, they will be the successful leaders will be there. They will be able to work with others they will be created and a learning organization and a successful organization. So, it is the business leader you need to motivate that is the which enables you to view as leadership material.

And help you to eventually to raise a leadership position is there right. So, and all thirties we have talked about I am sure that you will not be having the question whether it is hereditary or it is contingencies theory or it is a situational theory. So, therefore we have talked about that we develop leaders right. And therefore, that the creativity the essential, essential you know is the according to the LinkedIn learning 2020 workplace learning report it is a creativity is one of the top skills or employees need.

And that is why I tell you now the departments industries are started having the department of design thinking nobody has thought of earlier it was a part of the academic only. But now the industries are also working on the design thinking process is there. And that is about that is actually the creativity and research and nothing in business is steady. So, therefore its keep on changing, and leaders must adopt and execute a new plan is there.

Now you see that is the develop a vision plan. So, and normally you see this is given to the very young employees and especially the trainees employees. Their first assignment is there learn about the organization and give propose a development plan for this organization, why? Because they are fresh. So, therefore they have different beautiful ideas, and whenever those ideas and then there is no barrier in their mind that this will work or this will not work.

And so, therefore in that case of development giving this opportunity is really an excellent opportunity for the learners.

**(Refer Slide Time: 23:37)**

**Develop These Five Skills To Develop others: Forbes Study**

**2. Team Mindset**

For companies to function optimally, they need everyone to work together like a team. Everyone knows their position and knows that ultimately their role is to support other positions on the team. In the last few years, we've heard a lot about "brand you" and "you be you," but to be viewed as a leader, you need to be seen first as a team player and a team supporter.

**3. Business Acumen**

Business acumen can be defined as an understanding of how business works in general and how your business works in particular. For instance, all companies have interdependencies — customer service is dependent on sales, which is dependent on marketing, which is dependent on product development, and so on.

Source: <https://cmoe.com/blog/leaders-responsible-developing-others/>



14

Second is a team mindset is there. They need everyone but creativity is there and creativity should not be only theoretical. It should not be on the document. A document is; a vision document that is prepared no that is required a team mindset that is the everyone knows their position and knows that ultimately their role is to support other position working together. And in the last few years, we have heard a lot about the brand you and you be you right.

And therefore in their many organizations whether it is manufacturing organizations or the service organizations and whether it is a start-up especially then did not find that is you be you. So, therefore but to be viewed as a leader; you need to be seen first as a team player and a team supporter is there. Ultimately understand that is if you believe that I alone only I then definitely you cannot you can never be a leader.

It is always that is we the and we have discussed a lot about these things earlier. Now business acumen is there that is an as an understanding of the how business works in general and how your business works in particular and you see that that day is the experience. So, when we talk about the Dhirubhai Ambani right as business acumen. So, therefore it is not that is there. it is to be learned from somewhere it is they understand that their business that is what a business is.

So, here example is given customer service is dependent on the sales which is dependent on marketing which is dependent on product development and soon. So, therefore there are different departments are there. And they then but the leader, leader is a coordinator also and therefore he understands what sales will do need, what marketing will need, what production will need, what finance will need what HR.

And before asking now the beauty of the leader is what? It is not that is a; that he is reading the manual and understanding the functioning of the different departments, no. He knows in this business where will be the requirement and where the support will be required. And now this time who is to be supported. So, sometimes the finances to be supported sometimes marketing is to be supported sometimes production is to be supported.

And but that is will be the vision of the leader that is this is the condition and I would like to connect in developing skills of others the Doctor Kalam and then here he was known in the advance that is the what my scientists will be having the requirement right. And the number of scientists has written about Kalam that is the; we do not know how he was knowing in advance what is our need is there. And what we will mean having these particular skills to be developed. So, that was the vision.

**(Refer Slide Time: 26:27)**

**Develop These Five Skills To Develop others: Forbes Study**

**4. External Perspective**

This final skill is one that you won't see suggested often. To have an external perspective means to have a wide range of knowledge. Many individuals rely on being an expert in their field as a way to be promoted to leadership, but a true company leader understands more than just their role or even their company. They are conversant in their industry — its competitors, its challenges, new breakthroughs in the pipeline — as well as other industries and external factors.



Source: <https://cmoe.com/blog/leaders-responsible-developing-others/>

15

Now external perspective means having a wide range of knowledge. It is a rainbow; it is not the one color is the VIBGYOR Violet Indigo Blue Green Yellow Orange Red. So, therefore many individuals are being experts in their field but they are having different colors and completely understand more than just their role. So, it is not I am the I like the only yellow color I love only the blue color, no.

It is I am the rainbow I am the umbrella right and therefore, in that case, the conversant in the industry and they understand its competitors its challenges these are different colors you see these are different colors of the life right. So, some are the blacks some are the whites right. So, the new breakthrough thoughts in the pipeline are there. As this is the other industries and external factors are there. And they will decide about that is the how these skills are to be developed.

**(Refer Slide Time: 27:21)**

## Develop These Five Skills To Develop others: Forbes Study

### 5. Communication

The ability to communicate cannot be overstated. A business leader must be able to communicate his or her ideas to company employees so they buy into those ideas and execute on them. As an up-and-coming leader, communication is the one skill that you can utilize daily to impress others. A confident verbal communicator will contribute during meetings without waiting to be called on and can lead discussions with others — even if they are not the one managing the meeting.



Source: <https://cmoe.com/blog/leaders-responsible-developing-others/>

16

The communication and we have discussed in detail in our previous sessions that is about this communication that is the how this communication plays a role in developing others trust, respect, understanding, assignments, delegation right. So, the verbal non verbal meeting a simple example I would like to give up the shake hand or the are the greetings right saying the good morning and therefore that you know that is when the boss says the good morning and then that morning really becomes good. So, that is the communication is important.

(Refer Slide Time: 28:06)

## Six Cs for Guiding Behavior

### 1. Coaching

- Recognize gain
- Focused on improvement
- Instructive
- Balance of reason and emotion
- Informal and frequent



### 2. Clear Goals and Process

- Linked to common context
- Understood
- Specific/written
- Shared/of interest to us both
- Systematic and universal



Image Source: [https://slidetodoc.com/presentation\\_image\\_h/abe5c8ce0d2f63ffbe94c4c5492e43ee/image-21.jpg](https://slidetodoc.com/presentation_image_h/abe5c8ce0d2f63ffbe94c4c5492e43ee/image-21.jpg)

17

Now here we will talk about these six Cs for the guiding behavior is there. And the first is the coaching is there. Now when you want to develop others first your role is a coach and therefore

your goal is clear you are focusing on that the road map where you want to take your subordinate, balance of reason and emotions are there. Now you see it is the question of not only a brain it is a question of brain heart both.

And therefore, in that case it is the emotions are to be connected for the development plan. And there will be the informal and the frequent will be there. So, when we talk about you know water cooler stock. So, water cooler talks are the informal gathering it is not just for chit chatting it is not a wastage of time it is a building relationship. So, clear goals and processes are there and linked to the common context and understood specific and written.

Shared of interest to us both systematic and the universals are there. Third is we talk about the leadership and the conflict management also. So, confrontation is natural both are personalities intellectual personalities are there.

**(Refer Slide Time: 29:16)**

**Six Cs for Guiding Behavior**

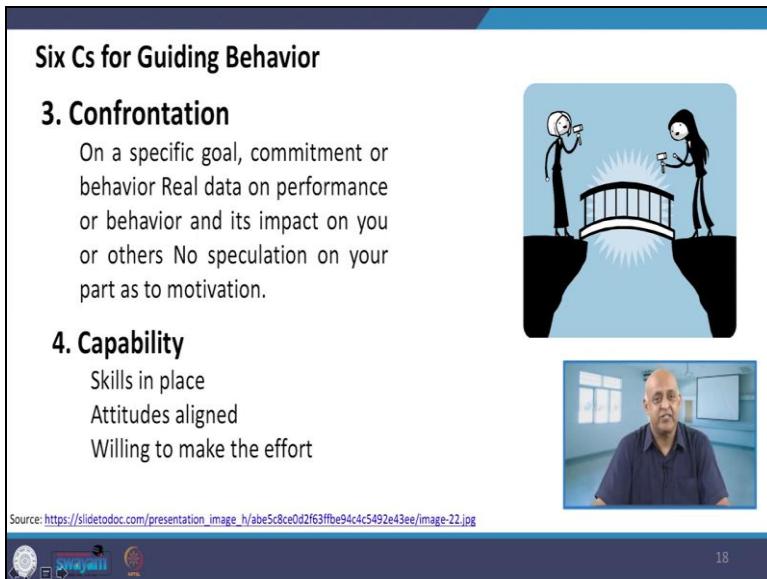
**3. Confrontation**

On a specific goal, commitment or behavior Real data on performance or behavior and its impact on you or others No speculation on your part as to motivation.

**4. Capability**

Skills in place  
Attitudes aligned  
Willing to make the effort

Source: [https://slidetodoc.com/presentation\\_image\\_h/abe5c8ce0d2f63ffbe94c4c5492e43ee/image-22.jpg](https://slidetodoc.com/presentation_image_h/abe5c8ce0d2f63ffbe94c4c5492e43ee/image-22.jpg)



So, naturally there will have to be the confrontation is to be there. and then but that confrontation what impacts it creates on you know it is a corrective it is functional it is not dysfunctional. So, no speculation on your part as a motivation is consistent. So, your motivation will not be down you are not motivating others even you are confronting, confronting new ideas confronting value addition and therefore many is a confrontation good yes, it is good.

So, when it is when we are having the solutions for that and definitely when we are serving others and therefore when the society is getting benefit and when there are the difference of opinions but yes, we learn from each other? So, confrontation is better. It is a constructive confrontation I would like to say. Capability is there. Skills in place right and nothing can be compensated other than the capability.

I always talk about this thing there is yes competency and convenience are there. Capability develops your competency dear friends in developing others yes, we have to develop as a good human being also there is nothing ignoring the HR dimensions but first and foremost is that is the ability to perform and deliver the task and therefore that is the capability is there.

**(Refer Slide Time: 30:34)**

**Six Cs for Guiding Behavior**

**5. Consequences**

- Rewards
- Sanctions
- Consistency

**6. Common Context**

- Similar view of the end game/success
- Shared values, culture, expectations
- Comprehensive
- Both give and receive feedback

[https://slidetodoc.com/presentation\\_image\\_h/abe5c8cc0d2f63ffbae94c4c5492e43ee/image-23.jpg](https://slidetodoc.com/presentation_image_h/abe5c8cc0d2f63ffbae94c4c5492e43ee/image-23.jpg)  
[https://slidetodoc.com/presentation\\_image\\_h/abe5c8cc0d2f63ffbae94c4c5492e43ee/image-18.jpg](https://slidetodoc.com/presentation_image_h/abe5c8cc0d2f63ffbae94c4c5492e43ee/image-18.jpg)

Now by doing all this, what will be the consequences and consequences will be the satisfaction. So, the management of satisfaction may be two rewards or sanctions or consistency is there. But ultimately it is the creation of happiness at workplace. Job satisfaction and the last you see is similar view of the end games are success shared values right. Shared values you see itself is a big process in the organization and in during from the orientation program it is started when the organizational values are shared with the others and then like team building values, we respect here others.

So, your communication has to be like this. So, there is a shared value is there. We develop this respectful brotherhood culture is there. We have the expectations but expectation not at the cost of the depression expectations at the cost of the openness. So, therefore in that case these all comprehensive there will be the collective will be there. On both give and receive feedback will be there and it is an always a vicious circle right.

And therefore, in that case you initiate you develop that particular leader again he will initiate then again, he will develop somebody. And like this that it will be always the give and receive the feedback will be a continuous journey will be there.

**(Refer Slide Time: 32:12)**

### The 4 Vital Keys To Developing Others

1. **Leader's Skill At Performance Management.** Employees were much more likely to feel positive about their individual growth and development if their manager had done a good job of reviewing and discussing their individual performance, provided them regular feedback and giving the employees stretch assignments.

- The most effective managers take the time to regularly review performance, discuss development plans and challenge team members to accomplish stretch goals.



Source: <https://www.forbes.com/sites/joefolkman/2016/11/10/the-4-vital-keys-to-developing-others/?sh=24305565fa30/>

Swayam

Now the four recipes for the developing others are leader skills at performance management.

**(Refer Slide Time: 32:24)**

## The 4 Vital Keys To Developing Others

2. **Involvement Of Team Members.** When team members are involved in decisions about their development, assist in solving problems and provide input into organizational issues, they felt better about their opportunities for growth and development.
  - Manager who tell employees what to do, when to do it and where to develop think that they are developing others but in reality they are throwing darts blind folded. Team members appreciate development when they have input and involvement.
  - When development opportunities match up with a person's passion, they are energized. Even when employees get difficult assignments, when they are involved in the decision, there is a huge increase in performance.

Source: <https://cmoe.com/blog/leaders-responsible-developing-others/>



21

And then this involvement of team members is there. So, therefore in that we have talked in the during the team building also that is how we are involving the others is there. And therefore, in that case for effective team building when we are making the development if you remember in earlier session, I have talked about there is an appreciation. And therefore, when you are talking about the developing others, please do not take the credit for yourself when you are interacting with your boss many people, they always meet the boss with their teams.

(Refer Slide Time: 32:56)

## The 4 Vital Keys To Developing Others

3. **Recognition.** Many people believe they don't really need recognition, but every person appreciates being recognized for their hard work, initiative or effort. When leaders are more effective at recognition, their employees feel more positive about their development. Development without recognition is like home work that never gets graded or reviewed. It requires a great deal of effort, but nobody seems to care.

Source: <https://cmoe.com/blog/leaders-responsible-developing-others/>



22

So, therefore in that case what is that that is appreciation it is not me it is we and therefore when leaders are more effective at recognition their employees for more positive and then in that case, they will be getting that is a great deal of efforts will be always there.

**(Refer Slide Time: 33:13)**

**The 4 Vital Keys To Developing Others**

4. **Job Fits The Person.** Have you ever been in a job that was hard and where it was very difficult for you to succeed? Have you ever been in a job that just fit like a glove and success came easily? The reality is some people are going to be much better at some jobs than others and finding a job that fits a person's ability not only helps that person but the organization also wins. The best managers help their team members discover their genius.



Source: <https://cmoe.com/blog/leaders-responsible-developing-others/>

23

We talk about we talked about the personality and leadership and we talk about the personality job fit also and always try whenever you want to develop somebody it should not be the bulldozer. So, therefore make sure that is a job fits the person that is some persons are good in some jobs some persons are good in another job. So, therefore please as a leader always finding a job that feeds the person's ability is there.

In the organization there is a open vistas. So, there is nothing like this that is a you are appointed for this particular job and you have to do the job and you do not know the job you resign, no. That we are not learning this particular course dear friends we have learned in this course that is the how we have the collective efforts collective wisdom right. And therefore, the base managers help their team members.

So, discover their genius no problem you might be have been appointed for a particular task but if you are another potential yes organization is open for that to use your talent.

**(Refer Slide Time: 34:19)**

### Case Study: Andy's Recipe

Andy Garafallo owns an Italian restaurant that sits in the middle of a cornfield near a large Midwestern city. On the restaurant's far wall is an elaborate mural of the canals of Venice. A gondola hangs on the opposite wall, up by the ceiling. Along another wall is a row of real potted lemon trees. "My ancestors are from Sicily," says Andy. "In fact, I can remember seeing my grandfather take a bite out of a lemon, just like the ones hanging on those trees." Andy is very confident about his approach to this restaurant, and he should be, because the restaurant is celebrating its 25th anniversary. "I'm darned sure of what I want to do. I'm not trying different fads to get people to come here. People come here because they know they will get great food. They also want to support someone with whom they can connect.

This is my approach. Nothing more, nothing less." Although other restaurants have folded, Andy seems to have found a recipe for success. Since opening his restaurant, Andy has had a number of managers.



Source: <https://cmoe.com/blog/leaders-responsible-developing-others/>

24

So, this is all about you know we leadership and team effectiveness. So, this was the last session dear friends. So, I am sure that is you might have enjoyed right and as usual you will find it is the case study is there.

(Refer Slide Time: 34:37)

### Case Study: Andy's Recipe

I get a piece! Well the people came and spent a lot of money. Then they told me that they had actually wanted to go to another restaurant but the other place would not allow them to bring in their own cake." Andy believes very strongly in his approach. "You get business by being what you should be." Compared with other restaurants, his restaurant is doing quite well. Although many places are happy to net 5%-7% profit, Andy's Italian restaurant nets 30% profit, year in and year out.

Questions:

1. What accounts for Andy's success in the restaurant business?
2. From a skills perspective, how would you describe the three managers, Kelly, Danielle, and Patrick? What does each of them need to do to improve his or her skills?



Swayam  
Open University

27

So, therefore you are having the 60 case studies almost and minimum 60s and then minimum 60 research papers and 60 books. So, this all this particular the study material which I am sure will help you developing your; the roadmap for success as a effective leader and the team building is there.

(Refer Slide Time: 35:06)

**Research Paper**

**Journal of Management Development**

**Leading after the boom: developing future leaders from a future leader's perspective.**

**Katie Lynn Akers**

**Purpose**

This paper aims for an open discussion of new traits which are important to the success of future leaders. By understanding what is important to the new generations coming into leadership roles and how that differs from previous generations, a new set of leadership traits can be developed to help future leaders find success. The purpose of this paper is to challenge the current practices of leadership traits that are being developed and defined for making successful leaders.



28

So, this is a leading research paper developing future leaders right. So, we are the academicians our job is to every year to develop the new leaders right and that journey is going on for my academic 26 years right. So, that is develop future leaders and be a mentor successfully may not be in the academic institute but maybe in the industry also itself right.

(Refer Slide Time: 35:33)

**Book Recommendation**

**Remarkable Leadership: Unleashing Your Leadership Potential One Skill at a Time**

**Authors:** Kevin Eikenberry

**Publisher:** Jossey-Bass; 1st edition (31 August 2007)

**Language:** English

**Paperback :** 288 pages

**ISBN-10 :** 078799619X

**ISBN-13 :** 978-0787996192

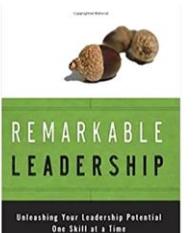




Image Source: [https://images-na.ssl-images-amazon.com/images/I/41Sp3XpdZOS.\\_SX346\\_BO1,204,203,200.jpg](https://images-na.ssl-images-amazon.com/images/I/41Sp3XpdZOS._SX346_BO1,204,203,200.jpg)

31

So, this is about this research paper talks about and this is the remarkable leadership is there. Unleashing your leadership potential one skill at a time and therefore everyone is fit for the one skill is there.

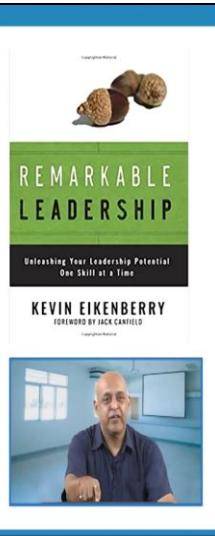
(Refer Slide Time: 35:48)

## Book Recommendation

Remarkable Leadership is a practical handbook written for anyone who wants to hone the skills they need to become an outstanding leader. In this groundbreaking book, Kevin Eikenberry outlines a framework and a mechanism for both learning new things and applying current knowledge in a thoughtful and practical way.

Eikenberry provides a guide through the most important leadership competencies, offers a proven method for learning leadership skills, and shows approaches for applying these skills in today's multitasking and overloaded world of work. The book explores real-world concerns such as focus, limited time, incremental improvement, and how we learn.

Image Source: [https://images-na.ssl-images-amazon.com/images/I/41Sp3XpdZOS.\\_SX346\\_BO1,204,203,200\\_.jpg](https://images-na.ssl-images-amazon.com/images/I/41Sp3XpdZOS._SX346_BO1,204,203,200_.jpg)



32

Make him your team member and give him the success is there.

(Refer Slide Time: 35:52)

## References

- Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (2015). Leadership: Enhancing the Lessons of Experience (8th Edition). McGraw Hill.
- Northouse, P. G. (2019). Leadership Theory and Practice Eighth Edition (8th ed.). Sage Publications, Inc.
- Miller, D., & Toulouse, J.-M. (1986). Chief Executive Personality and Corporate Strategy and Structure in Small Firms. *Management Science*, 32(11), 1389–1409. <https://doi.org/10.1287/mnsc.32.11.1389>
- Hasel, M.C. and Grover, S.L. (2017), "An integrative model of trust Akers, K.L. (2018), "Leading after the boom: developing future leaders from a future leader's perspective", *Journal of Management Development*, Vol. 37 No. 1, pp. 2-5. <https://doi.org/10.1108/JMD-03-2016-0042> leadership", *Leadership & Organization Development Journal*, Vol. 38 No. 6, pp. 849-867. <https://doi.org/10.1108/LOD-12-2015-0293>
- Robbins, S. P., Judge, T. A., & Vohra, N. (2016). Organizational Behavior (16th Edition). Pearson Education Inc.
- Sources: Based on C. Hymowitz, "IBM Combines Volunteer Service, Teamwork to Cultivate Emerging Markets," The Wall Street Journal (August 4, 2008), p. B6; S. Gupta, "Mine the Potential of Multicultural Teams," HR Magazine (October 2008); pp. 79–84; and H. Aguinis and K. Kraiger, "Benefits of Training and Development for Individuals and Teams, Organizations, and Society," Annual Review of Psychology 60, no. 1 (2009), pp. <https://hbr.org/2006/11/managing-multicultural-teams>
- <https://naaee.org/sites/default/files/mcodmodel.pdf>
- <https://slideplayer.com/slide/6596038/>
- <https://slidetodoc.com/chapter-15-cultural-diversity-and-international-organizational-behavior/>
- <https://opentextbc.ca/organizationalbehavioropenstax/chapter/multicultural-teams/>



33

So, this book is talking about this these are the references as usual. So, you will find that is in our study material we in every session we are having the number of references which will be taking you or the ahead for whatever has been shared in the course and even after the course. So, me with my team members Rahul Khurana and Mohit Pahwa, Nilesh Kumar Tiwari. That is thank you for joining this particular course.

That you have joined this course and hopefully we have fulfilled your expectations right. So, again with the best wishes. Thank you, all the best.

**THIS BOOK  
IS NOT FOR  
SALE  
NOR COMMERCIAL USE**



(044) 2257 5905/08



nptel.ac.in



swayam.gov.in