



IIT ROORKEE



NPTEL ONLINE
CERTIFICATION COURSE

LEADERSHIP AND TEAM EFFECTIVENESS

LECTURE - 21

Character Based Approach to Leadership

PROF. SANTOSH RANGNEKAR

DEPARTMENT OF MANAGEMENT STUDIES



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



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

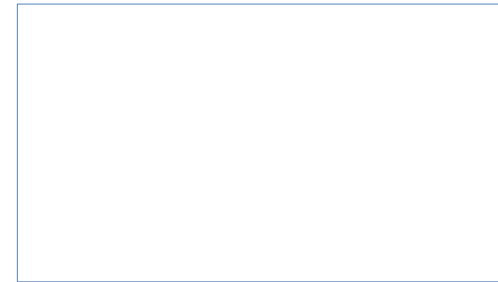


AUTHENTIC LEADERSHIP

- 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.



Source-<https://sites.psu.edu/leadership/2013/04/07/authentic-leadership-4/>



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 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



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.



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



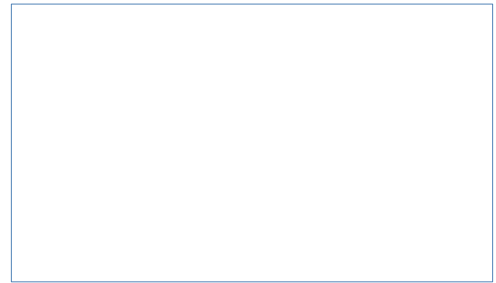
What is authentic leadership theory?

- 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

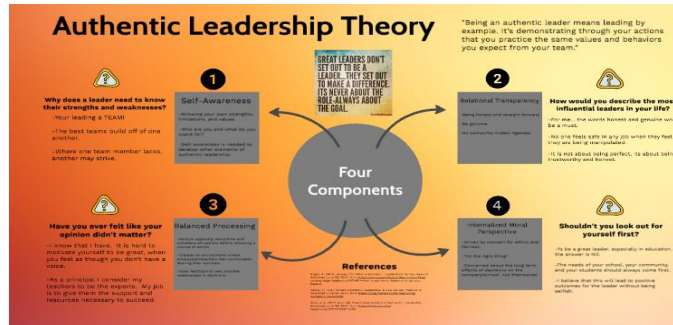


<https://www.wrike.com/blog/how-authentic-leadership-theory-work/>



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.

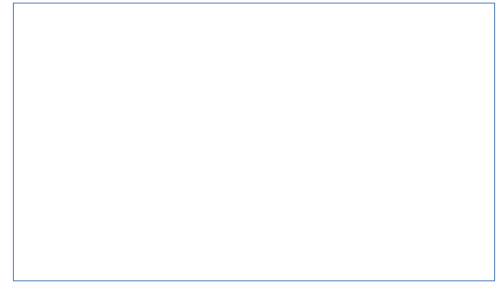


<https://prezi.com/p/ntgubp5uv0vz/authentic-leadership-theory/>



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.



<https://www.technofunc.com/index.php/leadership-skills-2/leadership-theories/item/charismatic-theory>

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.



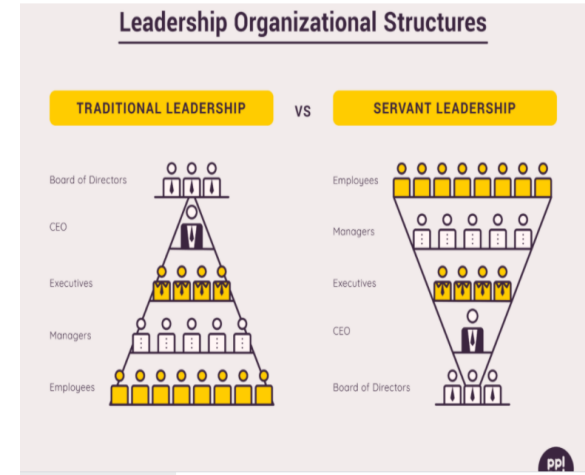
Principle-Centered Leadership(Cont.)

- **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.



Servant Leadership

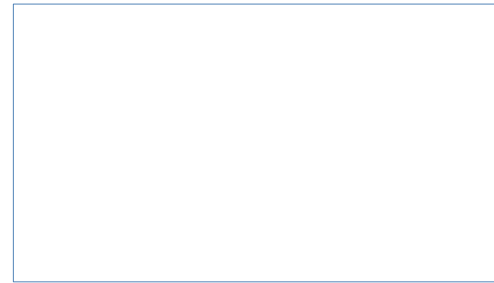
- The phrase "servant leadership" was coined by Robert K. Greenleaf when he used it for the first time in his essay that was published in 1970.
- Servant leaders go beyond their own self-interest and focus on opportunities to help followers grow and develop.
- They don't use power to achieve ends; they emphasize persuasion.
- Characteristic behaviors include listening, empathizing, persuading, accepting stewardship, and actively developing followers' potential.



<https://peoplemanagingpeople.com/articles/what-it-really-takes-to-do-servant-leadership/>

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.



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.

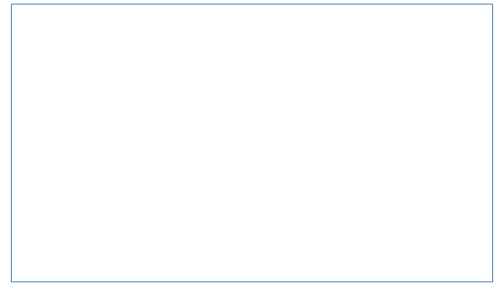


How can one become a servant leader?

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.

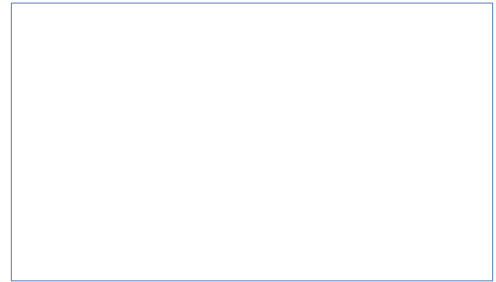


<https://www.forbes.com/sites/forbescoachescouncil/2020/03/11/traditional-leadership-vs-servant-leadership/?sh=7a3cf6ba451e>



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.



<https://www.forbes.com/sites/forbescoachescouncil/2020/03/11/traditional-leadership-vs-servant-leadership/?sh=7a3cf6ba451e>



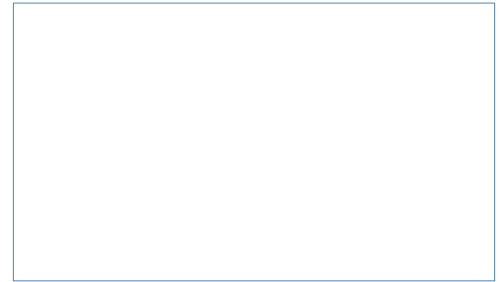
Myths and misconceptions of servant leadership

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.

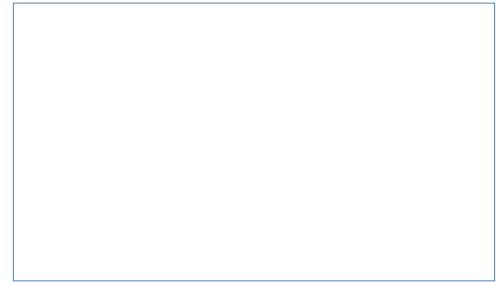
Myth 2: A servant leader is abdicating responsibility for success. A servant leader understands that they are ultimately responsible for the success of their employees and the success of their business. If an organization's goals and objectives aren't met, a servant leader will look first at themselves and what they could have done better to support their people in achieving them.



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.



<https://peoplemanagingpeople.com/articles/what-it-really-takes-to-do-servant-leadership/>



Traditional Leaders Vs Servant Leaders

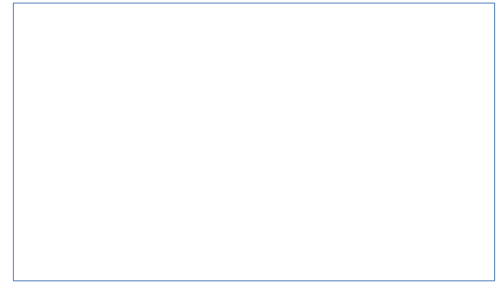
Traditional Leader

- Sees leadership as a rank to obtain
- Uses power & control to drive performance.
- Measures success through output
- Speaks
- Believes its about them.

Servant Leader

- Sees leadership as an opportunity to serve others
- Shares power & control to drive engagement.
- Measures success through growth and development.
- Understands its not about them

<https://www.attendancebot.com/blog/servant-leadership/>



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 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.



Source: Adapted from *BusinessWeek*, October 30, 2006.



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

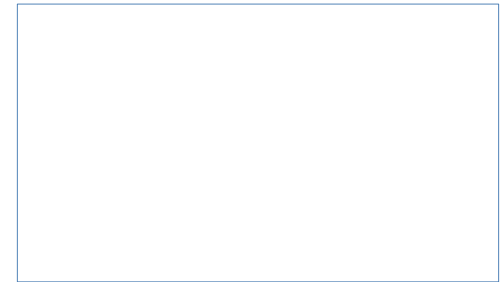
*Facultad de Ciencias Económicas y Empresariales,
University of Vigo, Vigo, Spain*

Concepción Varela-Neira

*Facultad de Ciencias Económicas y Empresariales,
University of Santiago de Compostela, Santiago de Compostela, Spain, and*

Belén Bande

*Facultad de Ciencias Económicas y Empresariales,
University of Santiago de Compostela, Lugo, Spain*



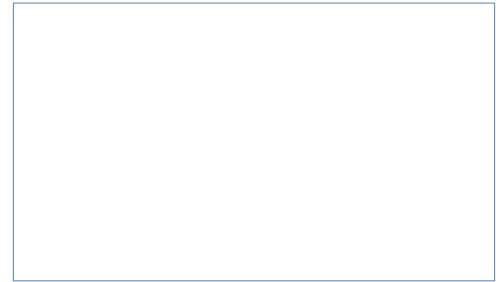
RESEARCH PAPER

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

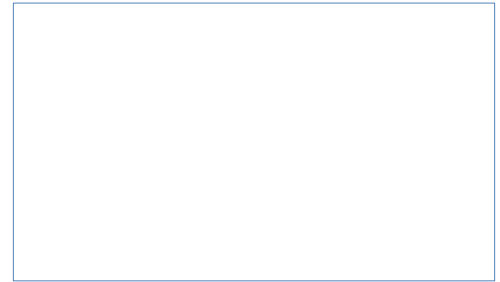
Findings show that sales managers' servant leadership is directly and positively related to salespeople's organization member performance. In addition, sales managers' servant leadership is indirectly related to salespeople's organization member performance through the salespeople's perceived organizational support – salespeople's OID chain.



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.

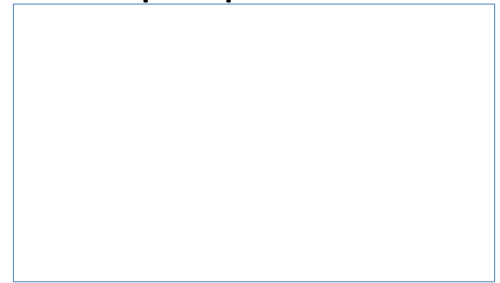


Case Study: Do Unethical Decisions Come from Bad Character?

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.

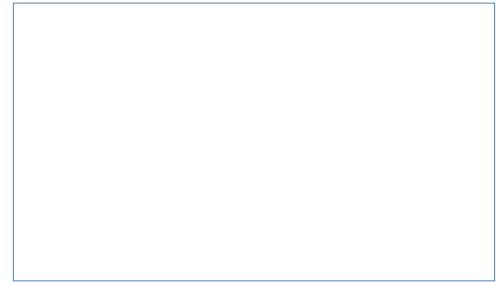
Thus, some personality traits probably predispose people toward unethical behavior. One study of white-collar criminals, for example, showed they were significantly lower on a conscientiousness scale than the general population.



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.

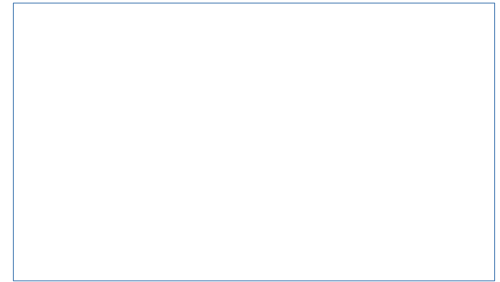
Many think that transparency and accountability increase ethical behavior. Behavioral ethics research, however, shows us that often these actions increase unethical behavior, because they cause individuals to think disclosure absolves them of ethical responsibilities to be objective, or to deny to an even greater degree the ethical components of their decisions.



- 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?



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

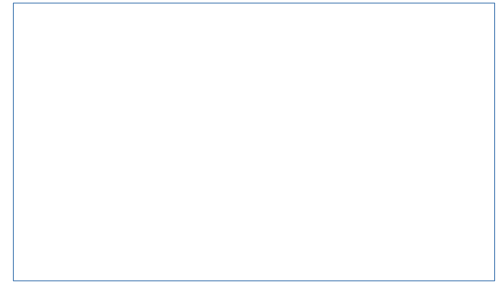
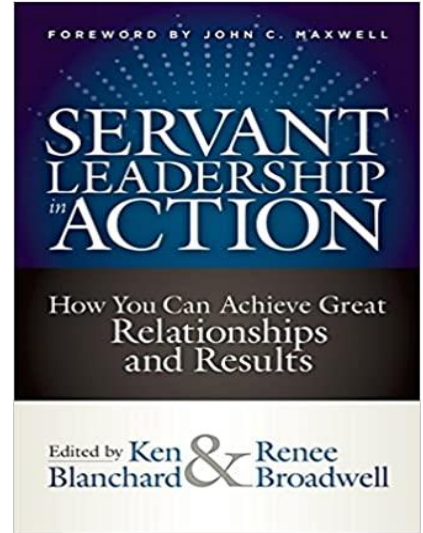


Image Source: <https://images-na.ssl-images-amazon.com/images/I/51RbWam9rOL. SX329 BO1,204,203,200 .jpg>

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.

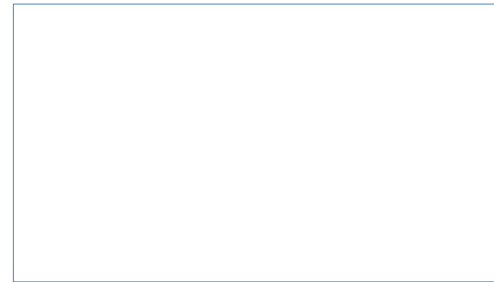
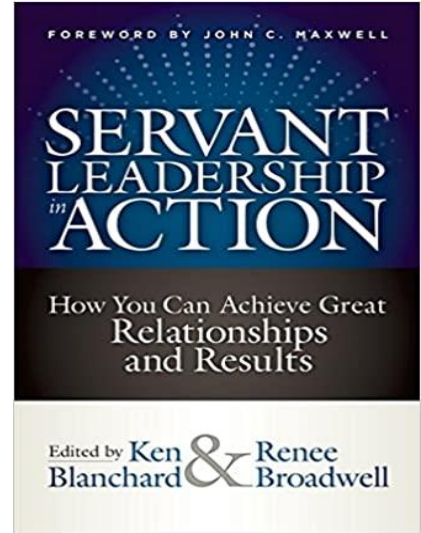


Image Source: <https://images-na.ssl-images-amazon.com/images/I/51RbWam9rOL. SX329 BO1,204,203,200 .jpg>

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>



References

Source-<https://www.wrike.com/blog/how-authentic-leadership-theory-work/>

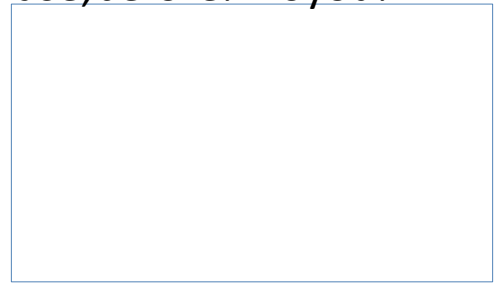
Source- <https://www.forbes.com/sites/forbescoachescouncil/2020/03/11/traditional-leadership-vs-servant-leadership/?sh=7a3cf6ba451e>

<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.>



Thank You

