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CERTIFICATION COURSE

# LEADERSHIP AND TEAM EFFECTIVENESS

## LECTURE – 20

Leadership and “Doing the Right Things”

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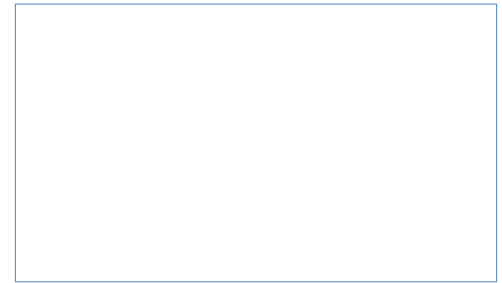
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Leadership cannot just go along to get along . . .  
Leadership must meet the moral challenge of the day.

**Jesse Jackson**



# 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.



# 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.

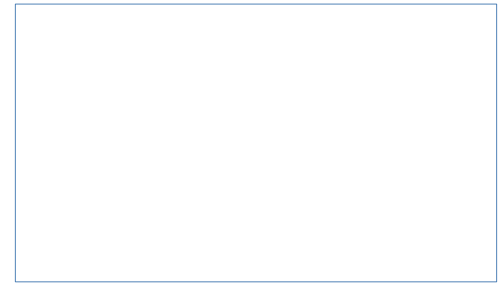


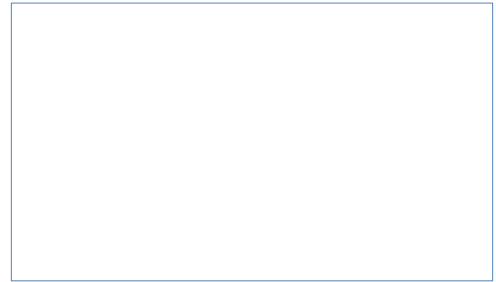
Image source: [https://www.tutorialspoint.com/engineering\\_ethics/engineering\\_ethics\\_moral\\_leadership.htm](https://www.tutorialspoint.com/engineering_ethics/engineering_ethics_moral_leadership.htm)

# 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: <https://www.weforum.org/agenda/2019/08/5-ways-moral-leader>



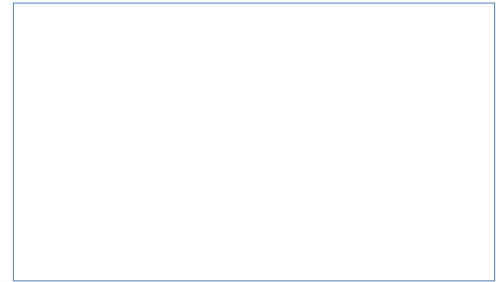
# Five Ways to Develop Moral Leadership:

## 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.

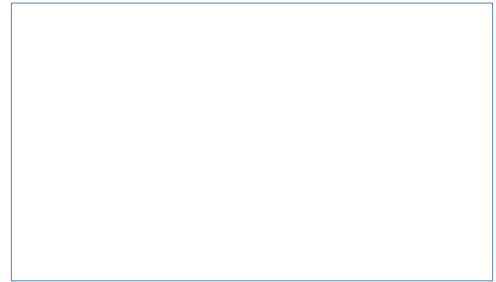


Source: <https://www.weforum.org/agenda/2019/08/5-ways-moral-leader>

# 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.



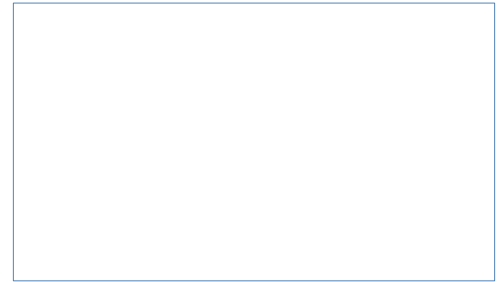
Source- <https://www.weforum.org/agenda/2019/08/5-ways-moral-leader>



# 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-lrn/>

# 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.



<https://www.weforum.org/agenda/2019/08/moral-leadership-future-of-work-lrn/>

# 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.

Inclusive Leadership



[https://www.businesshorsepower.com/six-ways-become-inclusive-leader/?doing\\_wp\\_cron=1627569303.8959500789642333984375](https://www.businesshorsepower.com/six-ways-become-inclusive-leader/?doing_wp_cron=1627569303.8959500789642333984375)

# Six traits of an Inclusive leader

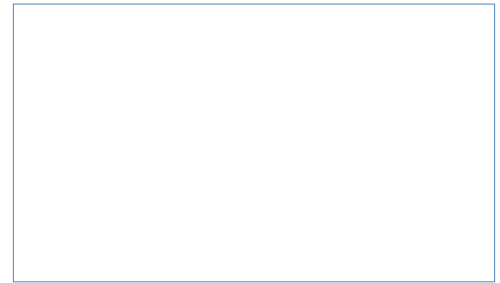
- **Commitment:** Treat everyone with fairness and respect.
- **Courage:** Engage in tough conversations when necessary.
- **Cognizance of bias:** Be aware of unconscious biases so decisions can be made in a transparent, consistent, and informed manner.
- **Curiosity:** Listen attentively and value the viewpoints of others.
- **Cultural intelligence:** Seek out opportunities to experience and learn about different cultures.
- **Collaboration:** Create teams that are diverse in thinking.



# 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.



<https://resources.workable.com/what-is-inclusive-leadership>

# 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

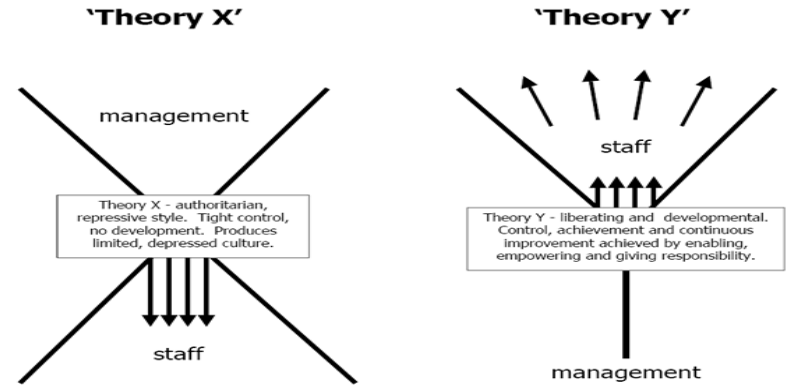


Image Source: <https://research-methodology.net/theory-x-and-theory-y/>

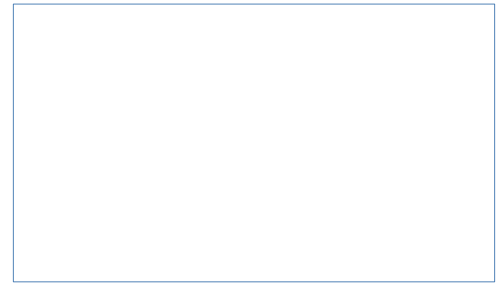


# Theory X

- 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: [https://www.mindtools.com/pages/article/newLDR\\_74.htm](https://www.mindtools.com/pages/article/newLDR_74.htm)



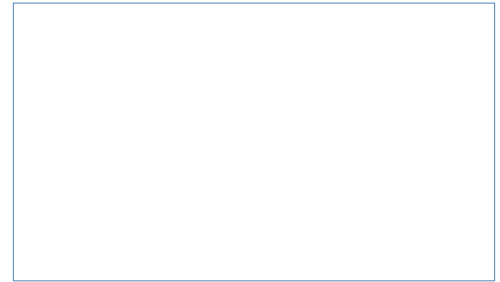
# Theory Y

- 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/newLDR\\_74.htm](https://www.mindtools.com/pages/article/newLDR_74.htm)





# SHARED LEADERSHIP

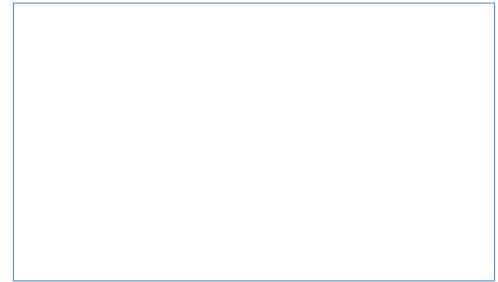
- An emergent state where team members collectively lead each other.
- Shared leadership occurs when two or more members engage in the leadership of the team in an effort to influence and direct fellow members to maximize team effectiveness.
- Shared leadership is the sharing of power and influence, 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://kanbanize.com/lean-management/shared-leadership>

# 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.



# 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 consists of three “highly inter-related and mutually reinforcing” dimensions:
  - shared purpose
  - social support
  - Voice



# RESEARCH PAPER



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DOI [10.1108/TJEM-06-2020-0290](https://doi.org/10.1108/TJEM-06-2020-0290)

## Inclusive leadership and extra-role behaviors in higher education: does organizational learning mediate the relationship?

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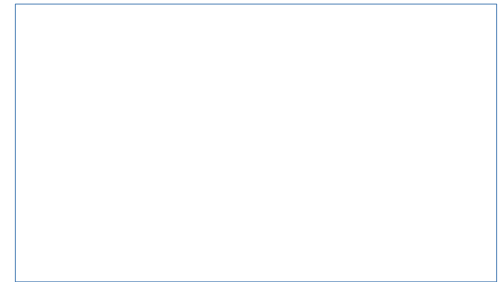
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### Purpose

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.



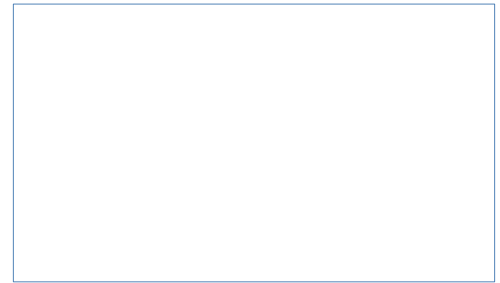
# RESEARCH PAPER

## 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

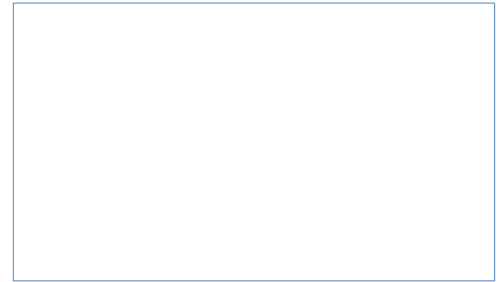
Findings show that sales managers' servant leadership is directly and positively related to salespeople's organization member performance. In addition, sales managers' servant leadership is indirectly related to salespeople's organization member performance through the salespeople's perceived organizational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



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## Practical implications

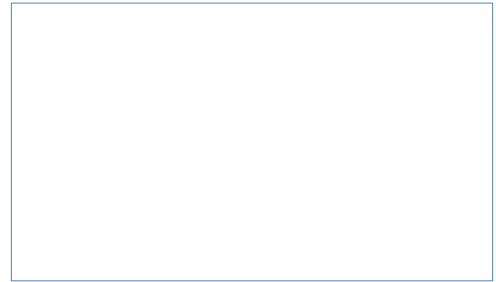
In order to increase employee's organizational member performance, employees with a “we” mentality and who feel the need to serve should be selected for and promoted to supervisors. To enhance employees' perceived organizational support and OID is also important, as these factors will encourage employees to behave in the best interest of the organization.



## Case Study: 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.

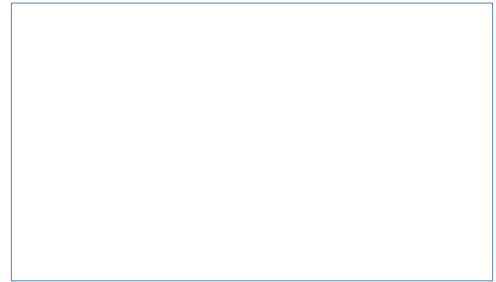
It's not really surprising to see companies turn to the military for leadership potential. A long tradition of books and seminars advises leaders to think like military leaders ranging from Sun Tzu to Norman Schwarzkopf.



# 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.

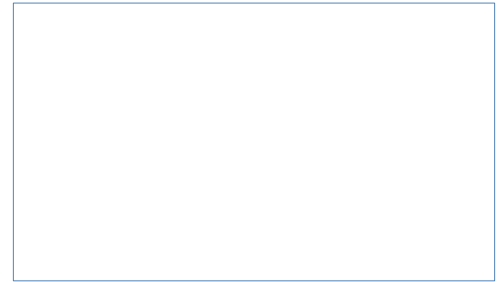




- Indeed, in some companies like Google, there is nothing like the chain of command military leaders are used to. Still, most forecasts suggest there will be an ample supply of battle-tested military leaders ready to report for corporate duty in the near future, and many companies are eager to have them.

### Questions

1. Do you think leaders in military contexts exhibit the same qualities as organizational leaders? Why or why not?
2. 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?
3. Are specific types of work or situations more likely to benefit from the presence of “battle-tested” leaders? List a few examples.



# 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. Lupițu & Daniel S.  
Neagoie

**Publisher:** Springer; 1st ed. 2016 edition (14 September  
2016)

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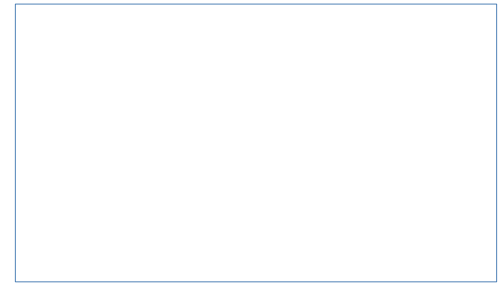
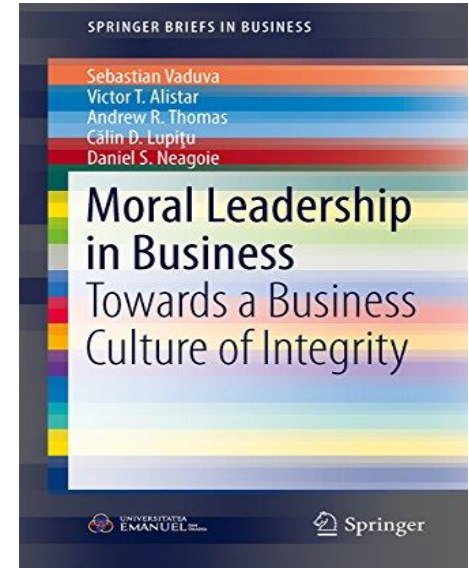


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# BOOK RECOMMENDATION:

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.

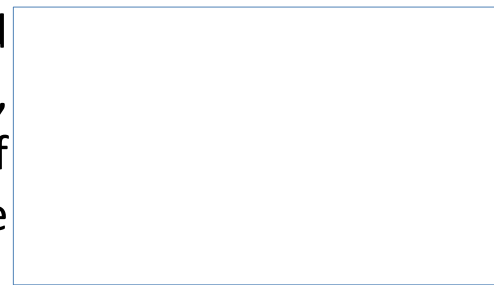
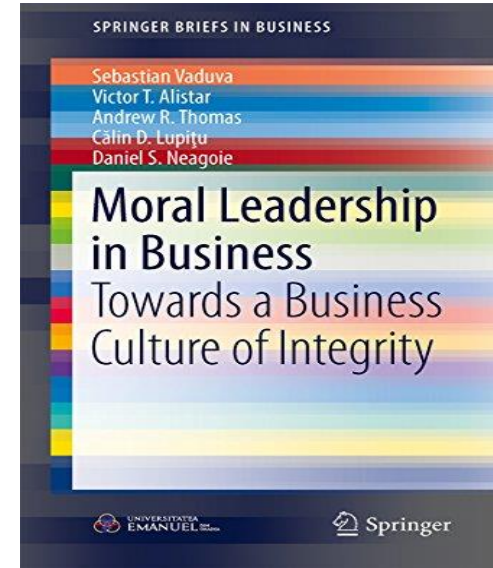


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# Thank You

