



IIT ROORKEE



NPTEL ONLINE
CERTIFICATION COURSE

LEADERSHIP AND TEAM EFFECTIVENESS

LECTURE – 12

Leadership for Tomorrow

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- Shift in Organisations
- Profile of Leaders for Tomorrow
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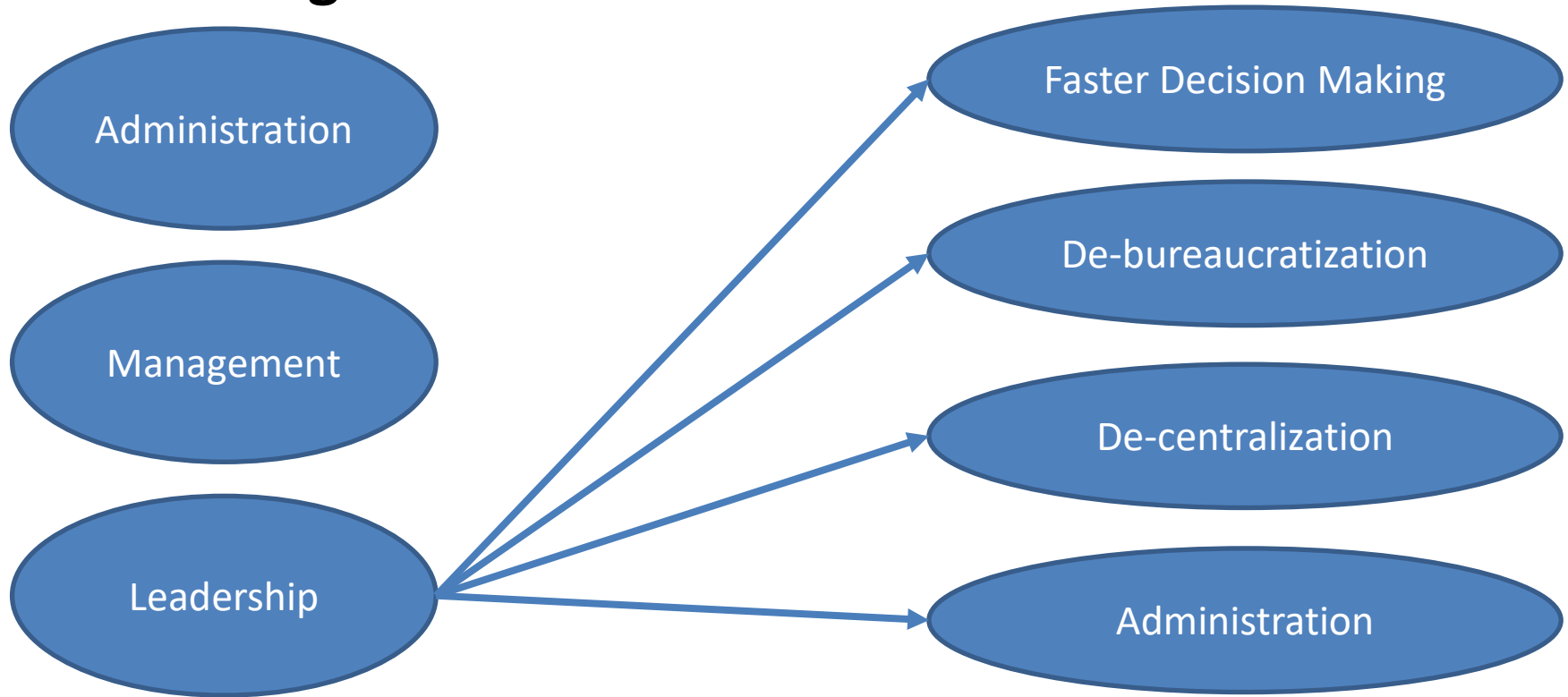


“The Best Way to Predict the Future is to create it”
-Abraham Lincoln

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

Shift in Organizations



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.

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”

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

Profile of Leaders For Tomorrow

4. Humility

☐ Personal Humility

The concept of personal humility includes aversion to lime light

☐ Self – restraint

☐ Empowering

- Sharing Information
- Education
- Participative Decisions

☐ Culture building

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

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>

Mechanisms for Leadership Development

- Recruitment
- Training
- Delegation
- 360-degree appraisal
- Mentoring
- Matrix Career Planning
- Sabbatical
- Reward system
- Group Competition for Creativity and Innovation

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>

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

Some Models of Leadership Development

- **Infosys model** – The 9 Pillar Model
- **Wipro model** – Eight Leadership Qualities and Building Leaders at WIPRO – The PROCESS
- **RPG Model** – 7 Competencies and Use of Simulations
- **BPO Industry** – LEAP Model



Infosys Model of Leadership Development

- The 9 Pillar Model
 1. 360 Degree feedback (Mandatory)
 2. Developmental Assignment
 3. Infosys Culture Workshop
 4. Developmental Relationship
 5. Leadership Skill for Training
 6. Feedback Intensive programs
 7. Systematic process learning
 8. Community Empathy
 9. Action learning



Wipro Model of Leadership Development

Eight Wipro Leadership Qualities

1. Customer Orientation
2. Strategic Thinking
3. Self-Confidence
4. Commitment to Excellence
5. Willingness to Groom other Leaders
6. Ability to Work in Teams
7. Adaptability
8. Self-Initiative Others

Wipro Model of Leadership Development

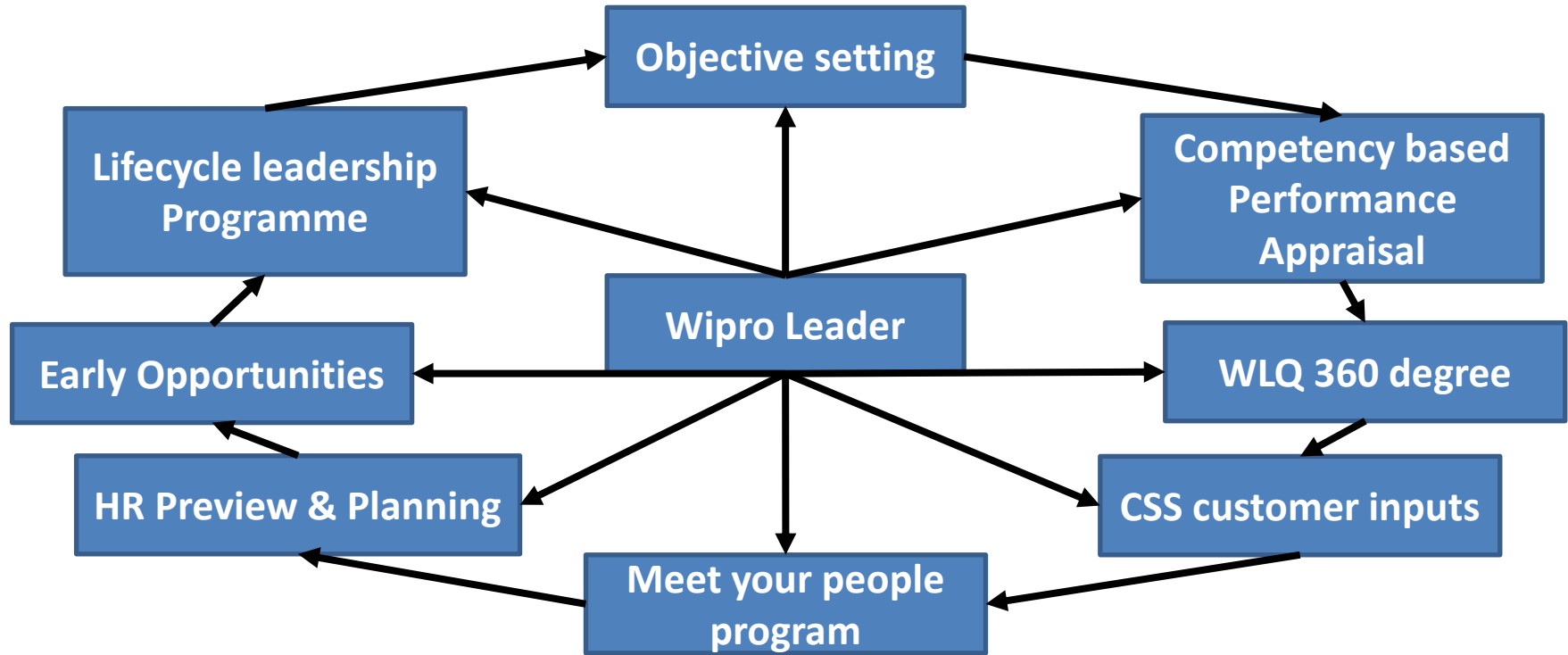


Figure : Building Leaders at WIPRO – The PROCESS

RPG Model of Leadership Development

- As a part of the 2019 growth initiatives, the RPG Group wanted high potentials across the group to develop leadership capabilities. RPG Group competency framework includes **7 key competencies like- Team management, Creativity & Innovation, Customer centricity, Process Orientation, Result Orientation, Business Acumen and Transparency.**
- Therefore, they designed and delivered a **simulation-based program** that not only reinforced the business learning, but also gave participants an opportunity to apply what they learnt. Participants ran virtual companies in teams and took critical decisions in a dynamic market. They experienced first-hand, the business impact of their decisions during every quarter and improved them as they moved to the next.

BPO Industry (LEAP Model) of Leadership Development

LEAP Model framework provides the leadership training to support your organisation to grow your talent and to enhance the leadership skills of your organisation based on your training needs

BPO industry uses LEAP Model for Leadership development (Sirbu, Nagy and Pintea, 2012)

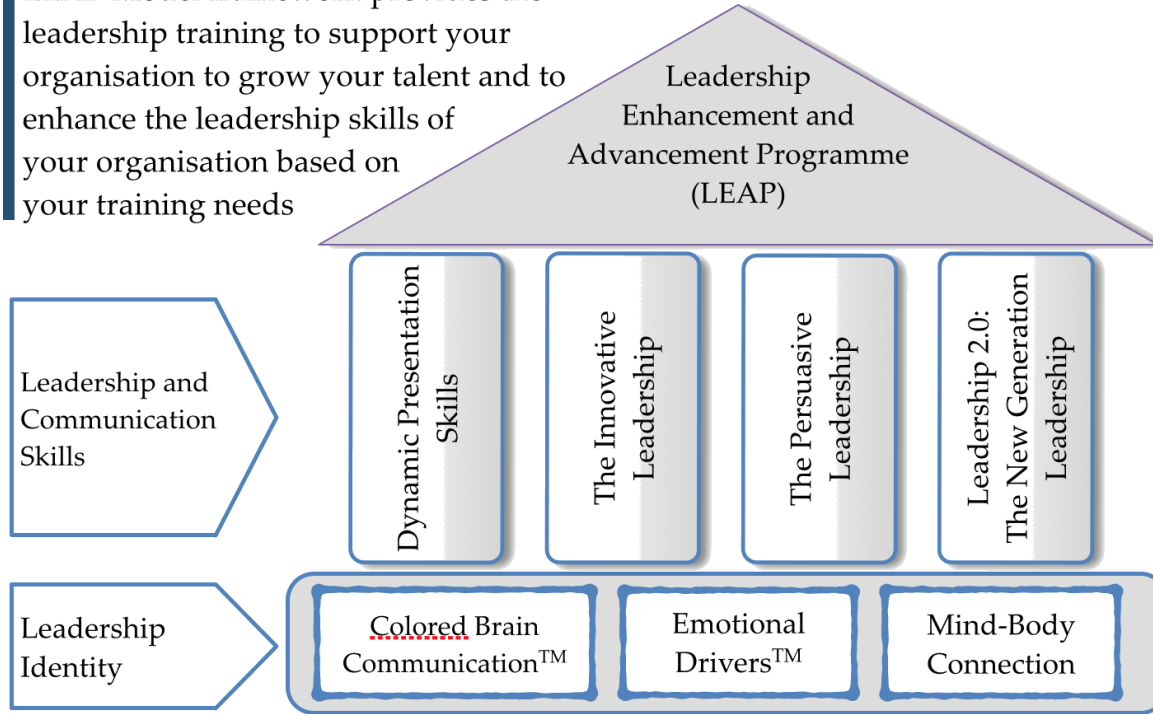


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Case Study : Developing the Leaders of Tomorrow

- 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”.



Public
Service
Commission

Image Source: <https://www.psc.nsw.gov.au/>



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

Case Study (Cont.)

- The program provided to the development requirements of five different groups of leaders as follows: **Aspiring managers, new managers, business managers, senior managers, and executives.**
- To develop **aspiring managers**, a five-day program was implemented. The program involved personality –style feedback, which designed to improve self-awareness and overcome inner barriers to psychological growth and development leadership competencies.
- Also the program covered the role of manager, and skills requirements of management function. A personality- style assessment and 360-degree feedback tools program used for **new and business managers** the data for which was collected from others using standardized survey.



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

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

Research Paper



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Delegation outcomes: perceptions of leaders and follower's satisfaction

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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.

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.

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.

Book Recommendation

Developing Tomorrow's Leaders Today

Authors : Meena Surie Wilson
Publisher: 2010 ©by Wiley India Pvt. Ltd.
Language: English
Paperback: 214 Pages
ISBN-10 : 1592982549
ISBN-13 : 978-8-12-652840-0

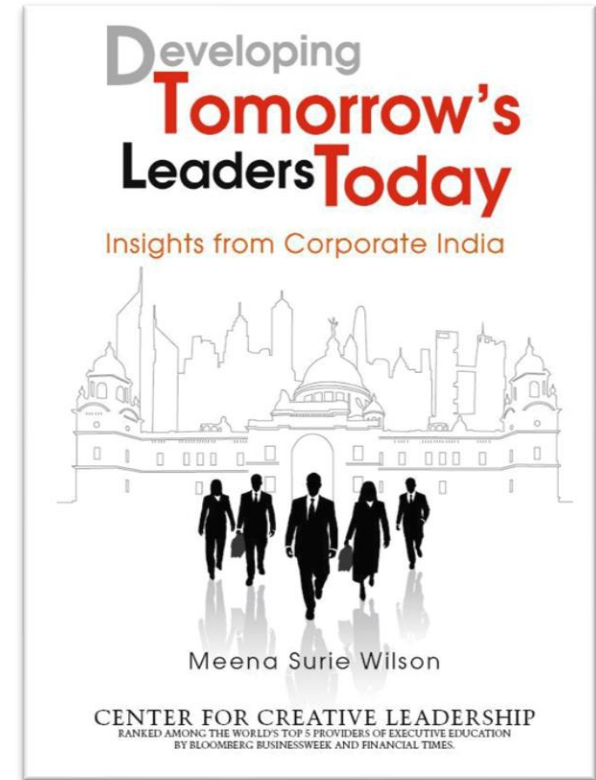


Image Source: https://www.amazon.in/Developing-Tomorrows-Leaders-Today-Corporate-ebook/dp/B004UARTU0/ref=tmm_kin_swatch_0?encoding=UTF8&qid=&sr=

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.

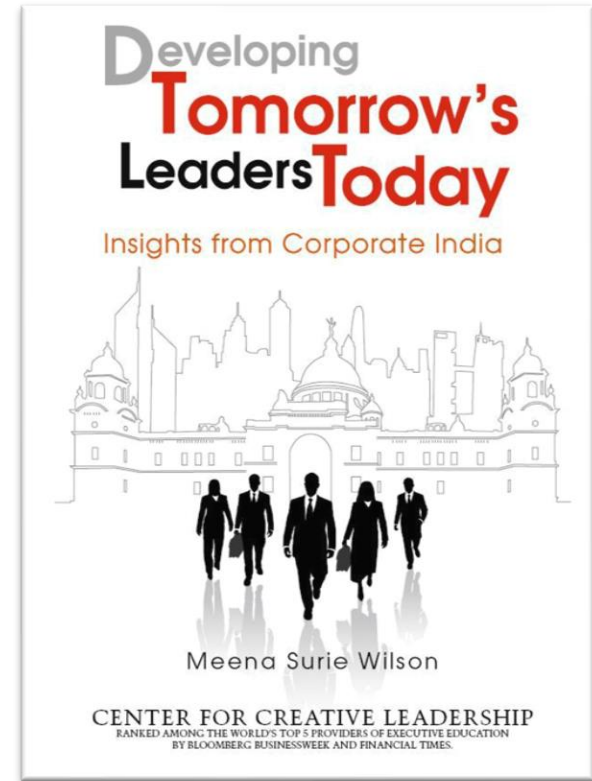


Image Source: https://www.amazon.in/Developing-Tomorrows-Leaders-Today-Corporate-ebook/dp/B004UARTU0/ref=tmm_kin_swatch_0?encoding=UTF8&qid=&sr=

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Thank You

