



LEADERSHIP AND TEAM EFFECTIVENESS

Prof. Santosh Rangnekar
Management
IIT Roorkee



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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.

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2. What is Leadership?
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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.

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"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.

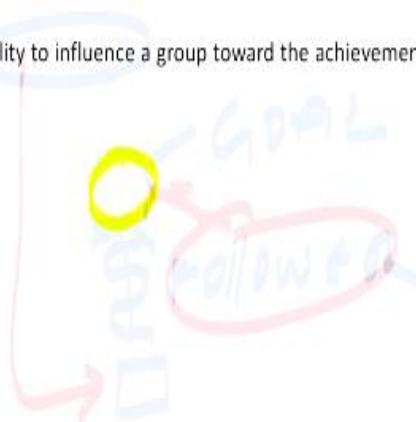
So therefore, it is the person who is becoming the leader in the industry, playing on the ground, swimming in the swimming pool and not of the coach or teacher there. So therefore, he is the one that gets the people to do the greatest things. So, many times people have to understand that there are four 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?

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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.

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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.



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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.

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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 does? 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.

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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."



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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.

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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."



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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.

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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.

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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.

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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.



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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.

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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



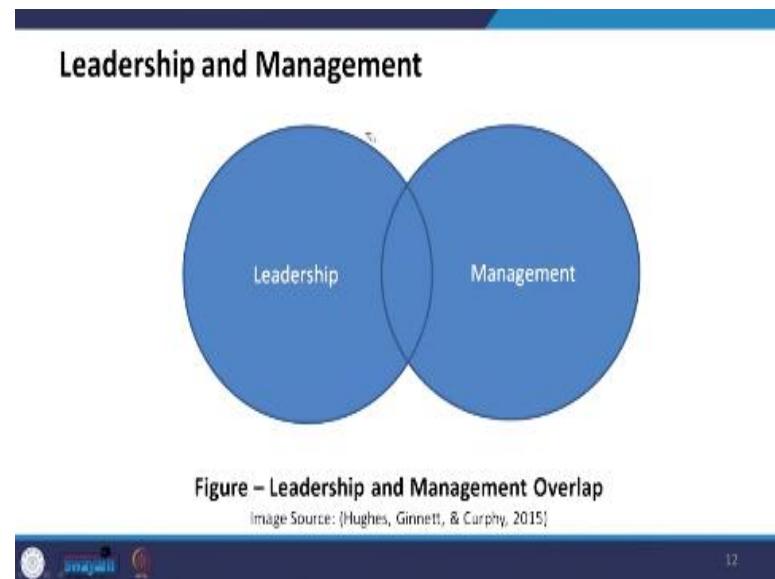
The word management suggests words like efficiency, planning, paperwork, procedures, regulations, controls, and consistency is there and therefore, in that case, in the management, you will find these words are included. When we talk about leadership, it is more associated with

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.

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

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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}



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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.

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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

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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.

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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".

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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.

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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.



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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.

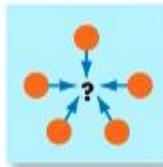
How they can be a successful team, there cannot be a successful team. So, therefore, they have the same lines and should have similar interests and objectives.

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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



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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.

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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.

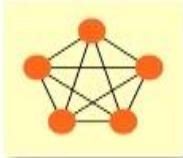


Image Source: https://www.oreilly.com/library/view/organizational-behavior-17e/9780134103983/images/EK_10_D02.png

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.

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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.

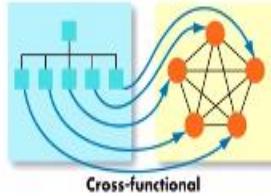


Image Source: https://www.oreilly.com/library/view/organizational-behavior-17e/9780134103983/images/EX_10_002.png

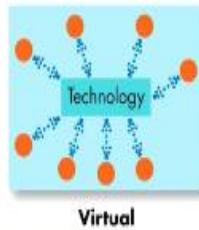
19

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.

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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.



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Image Source: https://www.oreilly.com/library/view/organizational-behavior-17e/9780134103983/images/EX_10_002.png

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.

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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?



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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.

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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...



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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?

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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



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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.

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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



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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.

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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.

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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.

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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.



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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.

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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.



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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.

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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/>

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

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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

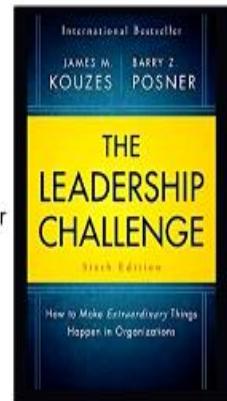


Image Source: <https://www.amazon.in/Leadership-Challenge-Extraordinary-Things-Organizations/dp/1119278961/>

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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.

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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/>



3

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.

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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.

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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 authoritative
- 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.

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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.

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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/>

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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 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.

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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.

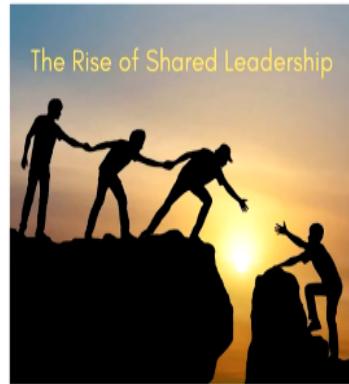


Image Source: <https://conservationimpact-nonprofitimpact.com/shared-leadership/>

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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.

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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.

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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.

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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.

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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.

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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.

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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.

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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.

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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.

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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>

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.

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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.

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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.



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.

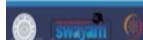
So, therefore, it is not that is the, when we say about the accomplishment of goal accomplishment of vision, but at what cost you achieve your goal? At what cost you have achieved your vision? That is becoming an important aspect. So, as you people will be less motivated, discontented and probably will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

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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.



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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.

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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.

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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?



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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.

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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.

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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.

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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.

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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

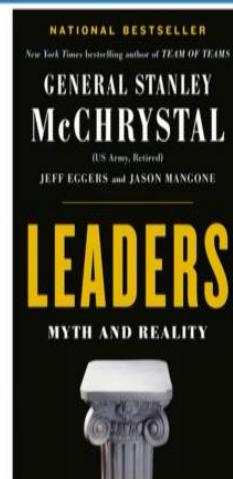


Image Source: <https://www.amazon.in/Leaders-Myth-Reality-Stanley-McChrystal/dp/0525534377>

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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

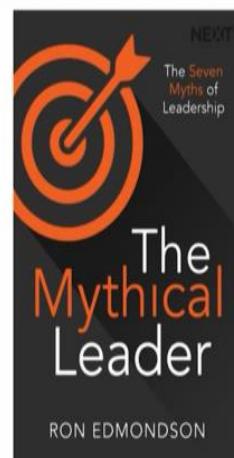


Image Source: <https://www.amazon.in/Mythical-Leader-Seven-Myths-Leadership-ebook/dp/B01MTML0V7>

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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)

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Online Sources

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- <https://vdocument.in/myths-and-facts-about-leadership.html>
- <https://weaverbusinesscoaching.com/12-myths-about-leaders-and-leadership-you-should-not-believe/>

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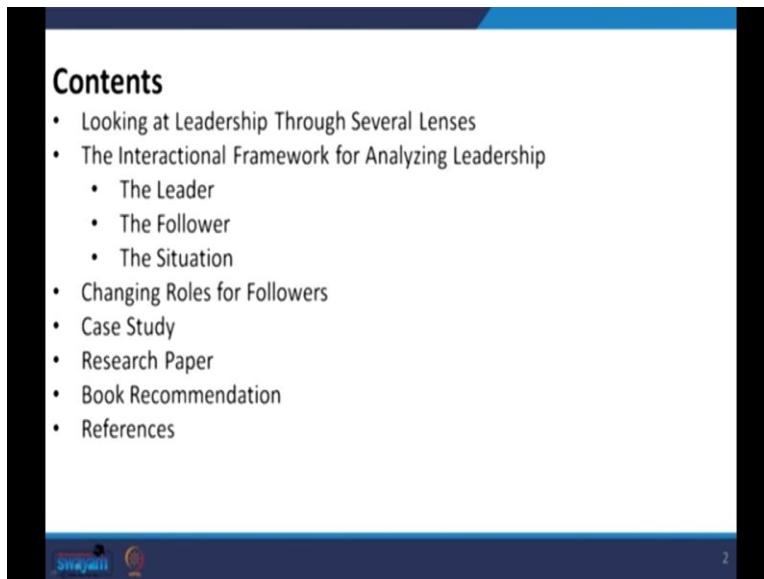
And for all these the literature which we are interacting with you are the references and the online sources. So, at the end, I will say that to becoming a successful leader. It is not the just do not go by the myths rather than understand the facts. And by understanding the facts, you can develop a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

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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:

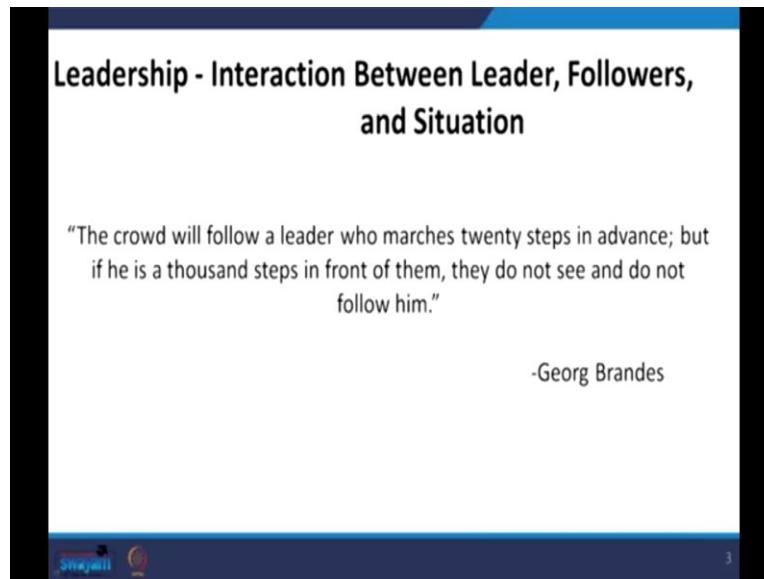
- Looking at Leadership Through Several Lenses
- The Interactional Framework for Analyzing Leadership
 - The Leader
 - The Follower
 - The Situation
- Changing Roles for Followers
- Case Study
- Research Paper
- Book Recommendation
- References

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.

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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.

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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 black text. At the bottom of the slide is a dark blue footer bar with the 'Swayam' 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.

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The slide has a dark blue header bar with the title 'The Leader (Cont.)'. The main content area is white with black text. There are four bullet points:

- 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.

At the bottom left is a small logo with the word 'Swayam' and a circular emblem. At the bottom right is the number '8'.

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?

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The slide has a dark blue header bar with the title 'The Followers' in white. Below the title is a white content area with black text. At the bottom of the slide is a dark blue footer bar with small white icons and the number '9'.

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.

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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.

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

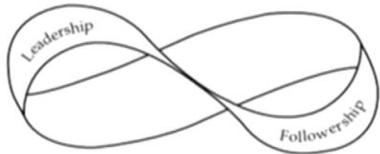


Fig- The Leadership/ Followership Möbius Strip

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

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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.

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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 six 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.

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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
Primary Schools Involved in Inclusive Education Reform in Bangladesh

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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.

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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.
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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.

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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>

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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.

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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.

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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.



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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.

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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*.



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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%.

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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-

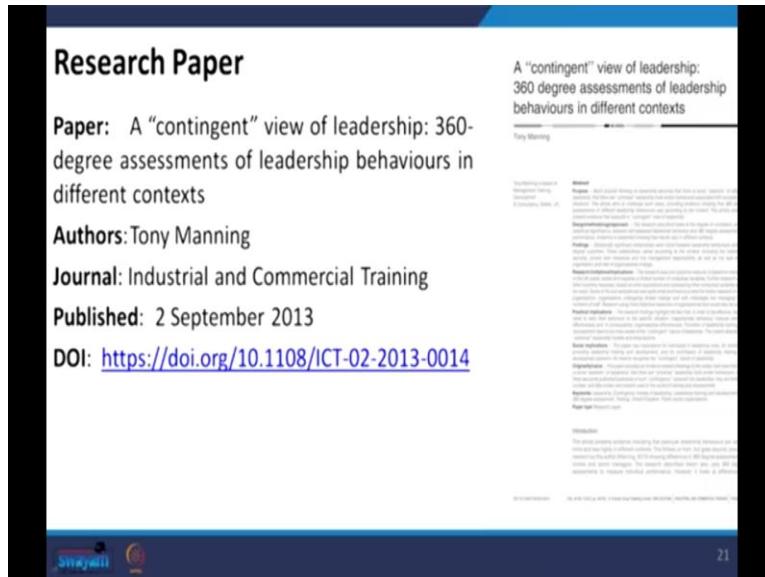
1. What are the major skills Jovita Carranza has demonstrated in her career at UPS that have made her a successful leader?
2. Consider the spiral of experience that Jovita Carranza has traveled. How has her experience affected her ability as a leader?
3. Do you think Jovita Carranza’s performance and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

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.

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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.

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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?

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The slide has a blue header bar with the title 'Findings' and a blue footer bar with the text 'Shayali' and a small logo. The main content area is white with black text. It contains two sections: 'Findings' and 'Practical implications', each with a bulleted list of points.

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.

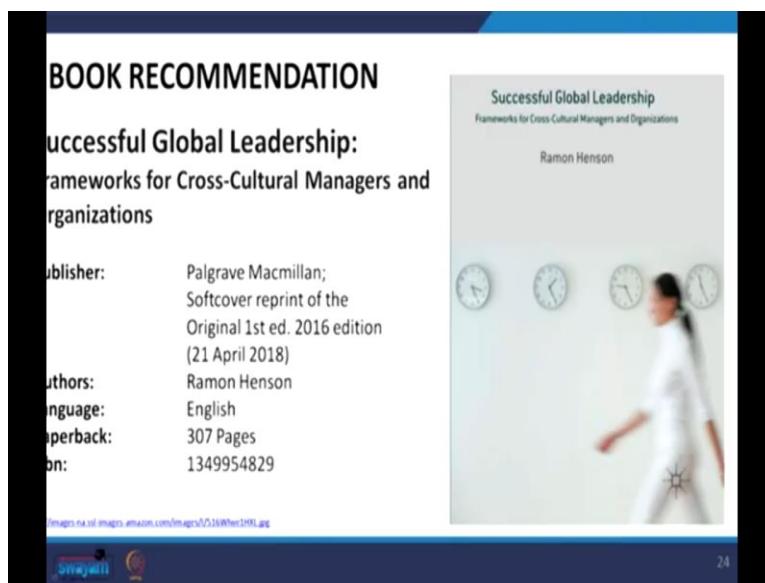
Statistically significant relationships were formed between leadership behaviours and 360-degree outcomes. These relationships vary according to the context, including seniority control over resources and line management responsibility. Now you see the person, a person makes much difference and therefore 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.

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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.

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Book Recommendation

LEADERSHIP: Enhancing the Lessons Of Experience (Eighth Edition)

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

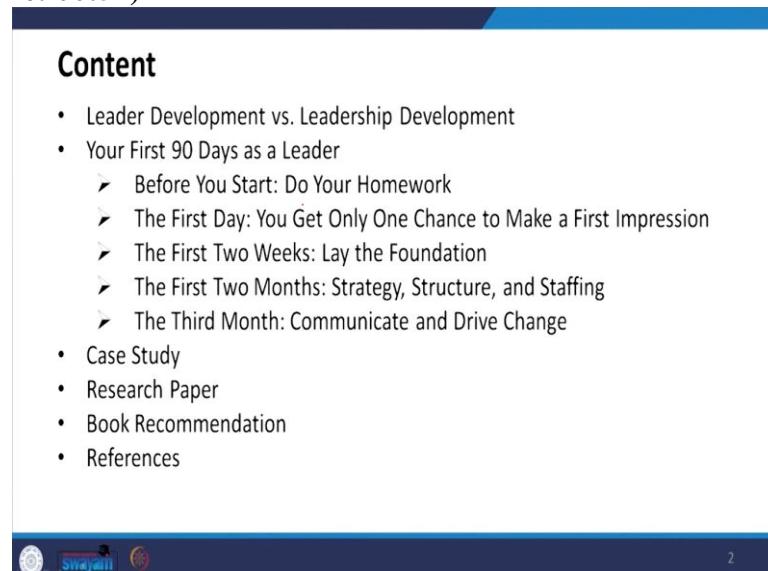
A simple example is when you are changing from one nature of the industry to another; it becomes essential to make that change. So, one may be skill industry, highly skill industry there then definitely you will be performing and the basis of that particular organizational aspect. So, it becomes essential 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.

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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

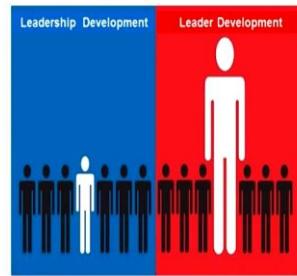
The third month communicate and drive change then the edges were in the case study research paper book recommendations and the references.

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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.

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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.

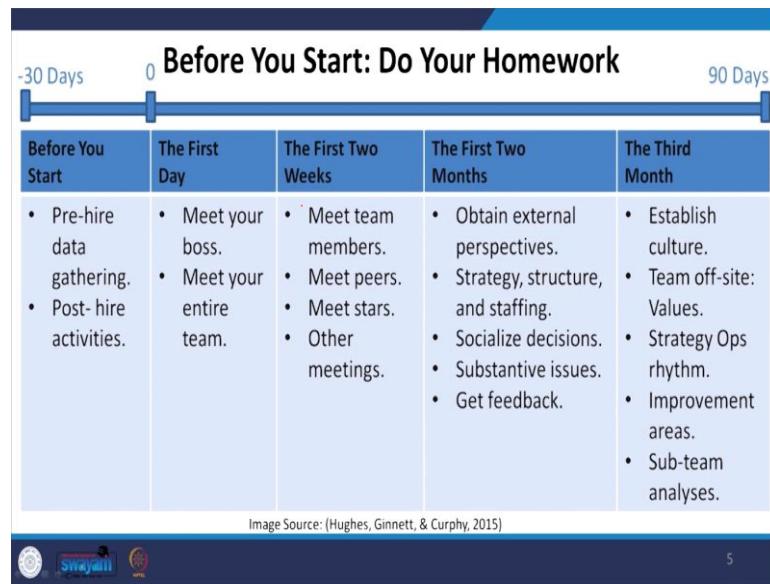


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Because in the beginning, everything is changing, the followers change, the situation is changing, and that totally the organization culture has changed. So, the first few days were highly stressful work experiences there. These promotions involve 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.

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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.

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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.



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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.

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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.

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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.

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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.

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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?

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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.

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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.

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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.

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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.

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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.

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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>

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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.

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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.

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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.

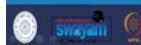
What are the positive and what are negative attributes that you do not want? So, therefore, in that case, create a team scorecard. The new leader will paint a vision and some overall objectives for the future. But the direct report team needs to formulate a set of concrete, specific goals with timelines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

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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.



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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.

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Research Paper

Paper: Embracing leadership: a multi-faceted model of leader identity development

Authors: Wei Zheng, Douglas Muir

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Embracing leadership: a multi-faceted model of leader identity development
Wei Zheng
*Department of Management and Marketing,
University of Illinois – River Falls, Wisconsin, USA and
Douglas Muir
Department of Health & Services, College of DuPage, Glen Ellyn, Illinois, USA*

Abstract
Purpose. Leadership has become quite a influential term. However, learning and research can no longer focus on the desire level belief and knowledge that influence their potential development. This paper aims to propose a new model of leadership development that can provide a more concrete and practical way to develop leadership. The contributions will be to offer a better basis of understanding leadership development and to provide a more effective way to develop leadership. More than that, it also can provide a model of leadership by one single, integrated and systematic way.

Design/methodology/approach. The paper is based on a gender theory study of participants who have been in the business world for a decade. A qualitative study, the subject group was divided into two groups according to their gender. One group is female and the other group is male. The findings suggest that female leaders are more likely to be more developed, more rounded, more balanced, more flexible and more diversified. Females, in the case of leadership development, are more likely to be more successful than males. The results also show that leadership development is more effective for females.

Originality/value. This model addresses the gap in literature on how female leaders develop. Besides specifically, it enriches and expands existing knowledge on female leadership development. The model also provides a more comprehensive view of leadership development.

Keywords Leadership, Leadership development, Female development

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Lorraine P. Foster
Editor-in-Chief
Lorraine.Foster@du.edu

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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.

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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.

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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.

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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.

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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.

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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.

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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.

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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.

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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.

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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.

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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.

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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.

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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.

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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?



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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.

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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

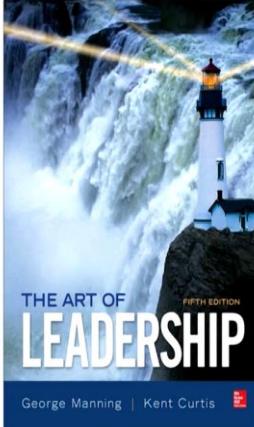


Image Source: <https://www.amazon.in/Art-Leadership-George-Manning/dp/0077862457>

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.

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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/>



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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)

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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

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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.

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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.

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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.

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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.

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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.

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AOR Model

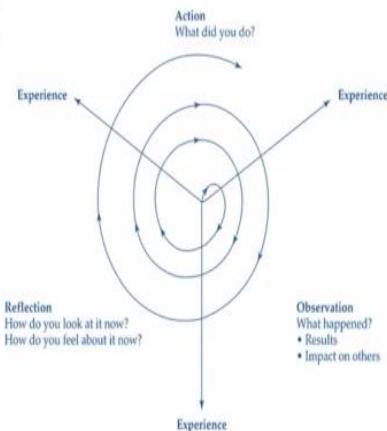


Figure – The Spiral of Experience

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

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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.

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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)



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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.

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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.

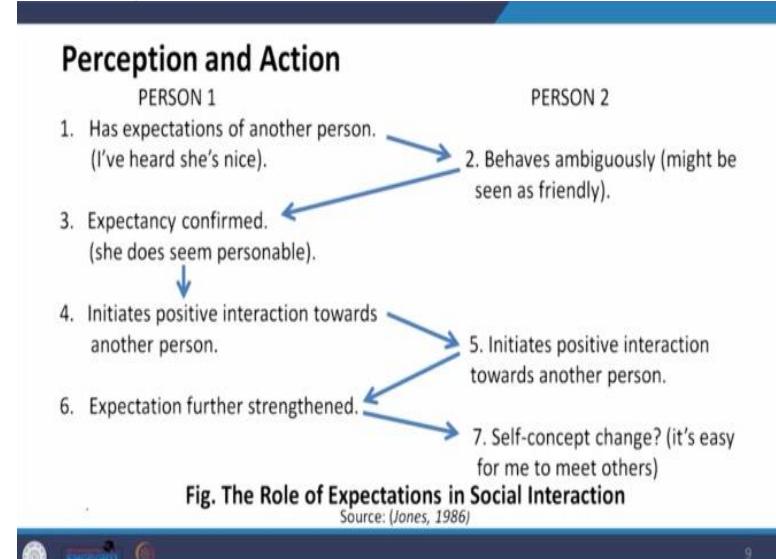
However, here I would like to say that is there one more word I would like to use, and it is a corrective action. So, it should not always be the punishment rather than we have to talk about that is it is required to be having the corrective actions is essential from your past

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.

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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.

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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.

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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.

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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.

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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.

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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

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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.

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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.



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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.

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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.



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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.

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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

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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.

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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?

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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?

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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.

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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.

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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.

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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.

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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

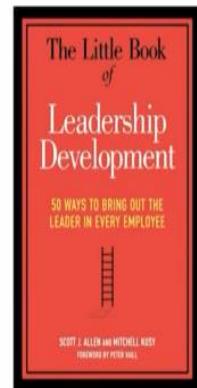


Image Source: <https://www.amazon.in/Little-Book-Leadership-Development-Employee/dp/0814437834>

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.

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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.

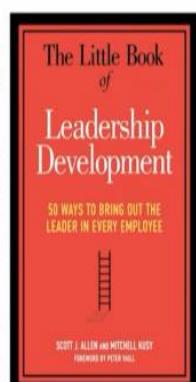


Image Source: <https://www.amazon.in/Little-Book-Leadership-Development-Employee/dp/0814437834>

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.

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Book Recommendation (Contents)		
Contents		
<p>Foreword by Peter Hall Introduction</p> <p>Part I: Development by Modeling Effective Leadership</p> <ul style="list-style-type: none"> [1] Clearly Define Expectations [2] Model the Way to Personal and Reciprocal Achievement [3] Model Effective Communication [4] Provide Challenge and Support [5] Keep the Focus on the Long Term [6] Check in with a Thought of the Day [7] Believe Your Team has the Capacity [8] Set High Standards [9] Coach for Performance [10] Encourage a Culture of Accountability [11] Tap into Their Passion, Utilize the Energy [12] Hold Yourself One-on-One [13] Help Make Other Voices a Reality [14] Safely Share Learning <p>Part II: Development Through Conceptual Understanding</p> <ul style="list-style-type: none"> [15] Create Great Communications [16] Give Them Roles [17] Let Them Answer the "How" [18] Establish Action Learning Projects [19] Design Decision-Making Processes [20] Implement a Hypothetical Catalyst [21] Create a Culture of Benchmarking [22] Develop Actionable Metrics [23] Foster a Flexible Defense [24] Create an Organizational FAQ [25] Conduct a Once-a-Year Study [26] Bring in Support [27] Develop a Plan for the Solution, Not the Problem [28] Consider What Actions Are Necessary [29] Help Diagnose the Challenge – Technical or Adaptive? [30] Transfer School Work Back to Your Work <p>Part III: Development Through Personal Growth</p> <ul style="list-style-type: none"> [31] Evolve Growth Through Personal Development Plans [32] Express and Share the Learning [33] Develop Emotional Intelligence [34] Facilitate Developmental Relationships [35] Encourage Service in the Community [36] Eat Out of the Field [37] Continue the Learning Process 	<p>[18] Create Great Communications</p> <p>[19] Give Them Roles</p> <p>[20] Let Them Answer the "How"</p> <p>[21] Establish Action Learning Projects</p> <p>[22] Design Decision-Making Processes</p> <p>[23] Implement a Hypothetical Catalyst</p> <p>[24] Create a Culture of Benchmarking</p> <p>[25] Develop Actionable Metrics</p> <p>[26] Foster a Flexible Defense</p> <p>[27] Create an Organizational FAQ</p> <p>[28] Conduct a Once-a-Year Study</p> <p>[29] Bring in Support</p> <p>[30] Develop a Plan for the Solution, Not the Problem</p> <p>[31] Consider What Actions Are Necessary</p> <p>[32] Help Diagnose the Challenge – Technical or Adaptive?</p> <p>[33] Transfer School Work Back to Your Work</p> <p>[34] Evolve Growth Through Personal Development Plans</p> <p>[35] Express and Share the Learning</p> <p>[36] Develop Emotional Intelligence</p> <p>[37] Facilitate Developmental Relationships</p> <p>[38] Encourage Service in the Community</p> <p>[39] Eat Out of the Field</p> <p>[40] Continue the Learning Process</p>	<p>[41] Facilitate Cross-Departmental Problem Solving</p> <p>[42] Create Teachers and Leaders</p> <p>[43] Give Due Diligence Assignment</p> <p>Part IV: Development Through Feedback</p> <ul style="list-style-type: none"> [44] Create a Culture of Feedback [45] Set Aside Time for Self-Evaluation [46] Provide Development Design Assessment [47] Ask the Tough Questions [48] Apply the Learning from Feedback and Practice <p>Conclusion</p> <p>The LEAD Approach</p> <p>Notes</p> <p>Index</p> <p>About the Authors</p>

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.

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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.

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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.

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- Leader Member Exchange Theory
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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.

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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).

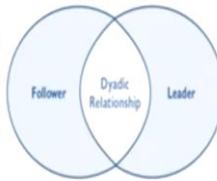


Image Source: (Graen & Uhl-Bien, 1995)

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.

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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/>



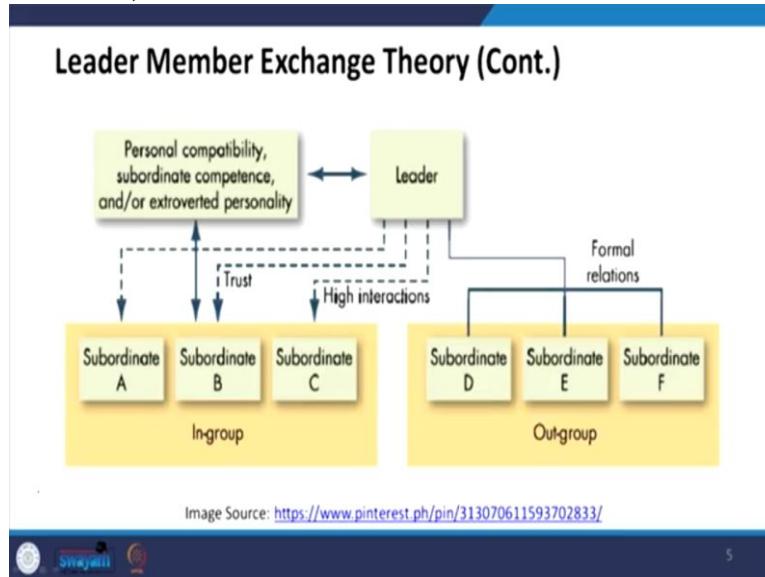
In the outgroup and low-quality exchange relationships, interpersonal interaction is primarily restricted to fulfilling the contractual obligations so that they will be the leader, and certain in-group people will be there. Moreover, there will be the leader where less interaction is there that will 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.

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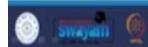
Now here we will see how to decide the internal and external out-groups. So, subordinates A, B, and C are there. D, E, and F are there. So, the leader forms the former relationships with the outgroup while with the in-group people that is he also knows about the trust and high interactions with these 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.

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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.



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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.

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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.

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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.

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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.



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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.

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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.



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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.

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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.



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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.

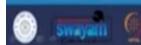
While in the case of the stranger, there was a much more focus was there in the case of the individual self-interest while when you were into the acquaintance, acquaintance will be the

breaking of the boundaries and therefore the breaking up the boundaries both are having the mutual exchange and for the carrier oriented actions.

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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.



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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.

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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

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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.

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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

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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.

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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>

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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.

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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
Don 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>

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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.

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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)

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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.

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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.

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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)

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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.

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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 is associated with higher job satisfaction and lower turnover intentions. The paper concludes that LMX is a valuable construct for understanding work engagement and job performance.

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.

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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.

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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.

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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.

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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

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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.

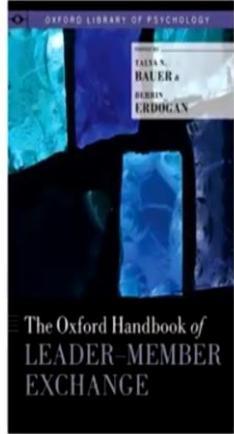
So, why because that is a lack of communication? It may be because of the formal roles or maybe the lack of trust and interpersonal relationship compared to the control groups, and this little training gangs in the leader-member exchange quality job satisfaction and the productivity is there and that you can find out.

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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.

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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.

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Book Recommendation (Contents)

CONTENTS		Paras
Part One - Foundations of Leader-Member Exchange (LMX)		
1. Leader-Member Exchange (LMX) Theory: An Integrative Approach Tobias K. Beutel and Bernd Edelmann		
2. Leader-Member Exchange (LMX): Content Evaluation, Content Reinterpretation, Progress in Advancing Leadership Theory David V. Day and Daniel Wiedenmeier		
3. Leader-Member Exchange: A Multidimensional Perspective Robert C. Liden, Randolph M. Avolio, Craig S. House, and Sandy Lirtzman		
4. Leader-Member Exchange (LMX) from the Resource-Exchange Perspective: Reciprocal Resource Predictions and Assumptions of LMX Jürgen von Weltzien, Kelly Schmedt-Wilson, and David L. Taylor		
5. Leader-Member Exchange and Justice Thomas V. Westenskow and Michael J. Lengwiler		
Part Two - Applications of LMX		
6. How and Why High Leader-Member Exchange (LMX) Facilitates Job Satisfaction and Job Performance: The Case of LMX Inside D. Adelgizing and Susanna Kotter Von Bruck		
7. Leader and Followers' Perceptions and LMX: Bright Selves		
Part Three - Consequences of LMX		
8. LMX and Work Attitudes: Is There Anything Left Unsaid at Work? Olga Zeymerman and Robin M. Cooper		
9. Leader-Member Exchange and Performance: When We Are and When We Get from Here Edgar R. Tse and Liwei Yan (new)		
10. LMX and Organizational Citizenship Behaviors Parvati Venkat		
11. Leader-Member Exchange from a Job-Specific Perspective: Subject Sensitivity and Member Pool Svenja Stellmacher and Michael Pauli		
12. Leader-Member Exchange and Performance in Organizations: Horizon of W. F. Far, Politics, C. Truth, and Real M. Authority Le Phan and Hoang		
13. Leader-Member Exchange and Newcomer Adjustment Le Phan and Hoang		
14. Leader-Member Exchange (LMX), Leader Mobility, and Income Marie C. Krammer, Axel F. Seibert, and Stefan L. Autoren		
Part Four - LMX Beyond the Dyad		
15. LMX and Transformational Leadership: A Multi-Level, Multi-Dimensional Perspective Svenja Stellmacher, Pragya R. Tyabji, and Hui-Ying Park		
16. Tracing Networks, Social Strengths, and Cognitive Networks in LMX: A Multilevel Approach Raymond J. Spiekerman and Carl E. Emery		
17. Leader-Member Exchange and Organizational Culture and Change: Vicente González-Román		
Part Five - Issues in LMX		
18. "Good" Leadership Using Corporate Social Responsibility to Enhance Leader-Member Exchange Dawn B. Mallon and Deborah A. Rapp		
19. Building Leadership Through the Lens of International LMX Research Edgar A. Felger		
20. Diversity and LMX Discrepancy		

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

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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

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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.

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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.

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The slide has a dark blue header bar at the top. Below it, the word 'Content' is centered in a white box. To the right of the content box is a diagram titled 'DECISION STYLES MODEL' with the subtitle 'Five Decision Making Styles'. The diagram shows five stylized human figures in blue, each labeled with a letter: A1 (autocratic), A2 (autocratic), C1 (consultative), C2 (consultative), and G (group). Below the diagram, the text 'Image Source: <https://www.sketchbubble.com/en/presentation-decision-style-model.html>' is displayed. At the bottom of the slide, there is a dark blue footer bar with three small icons on the left and the number '2' on the right.

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.

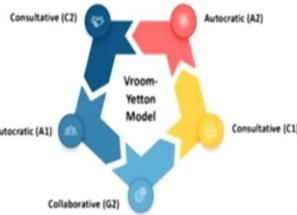
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The Normative Decision Model

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.

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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)



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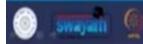
So that first investigated the decision-making process and what decision-making process the leaders are implementing in the group settings. They discovered a continuum of decision-making processes ranging from the utterly autocratic level A1 to completely democratic, where all group members have equal 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.

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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.



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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.

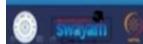
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Levels of Participation

- 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.



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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.

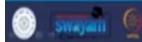
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Levels of Participation

- 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.



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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.

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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.

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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 .

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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.

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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.

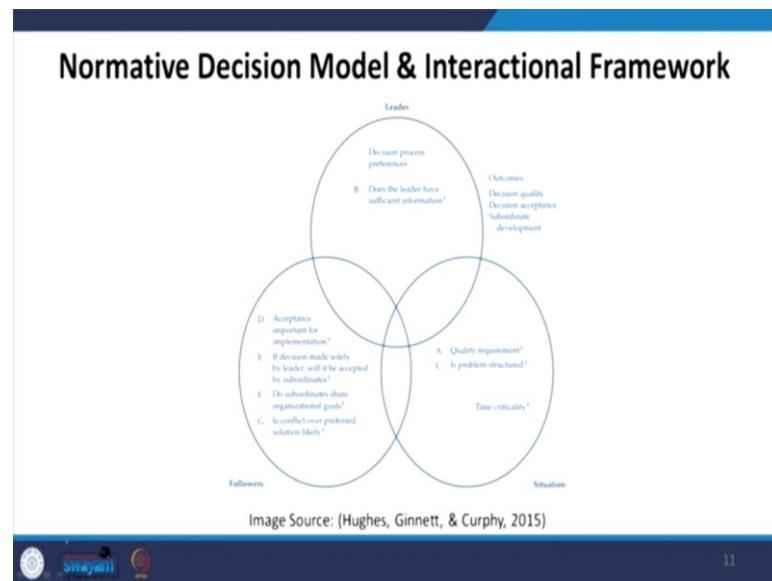
Then here, when ultimately you end with the conflict among the team over the decisions likely, the collective one will be the decision will be taken group discussions will be taken. So, therefore, here, you will find that on these parameters, there are the different yes and no you are to a decision tree 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.

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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.

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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)

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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.

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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)



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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.

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Case Study: Alvis Corporation

- **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)



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The second decision 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.

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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>

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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.

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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)



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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.

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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)



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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.

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Research Paper



Management Decision
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Educating managers for decision making and leadership

Keywords

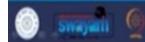
Leadership, Decision making,
Teambuilding, Decision trees,
Management development,
Delegation

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.



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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.

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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.



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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.

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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.



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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.

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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



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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.

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Book Recommendation

Leadership and Decision-Making

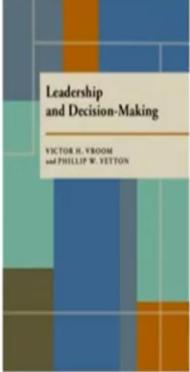
<p>Authors: Victor H. Vroom & Phillip W. Yetton</p> <p>Publisher: ©1973 by University of Pittsburgh Press</p> <p>Language: English</p> <p>Paperback: 248 Pages</p> <p>ISBN-10: 0822974142</p> <p>ISBN-13: 978-0-82297414-7</p>	
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Image Source: https://www.google.co.in/books/edition/Leadership_and_Decision_Making/LX6ZBRsX3kAC?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.

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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

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 segue 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.

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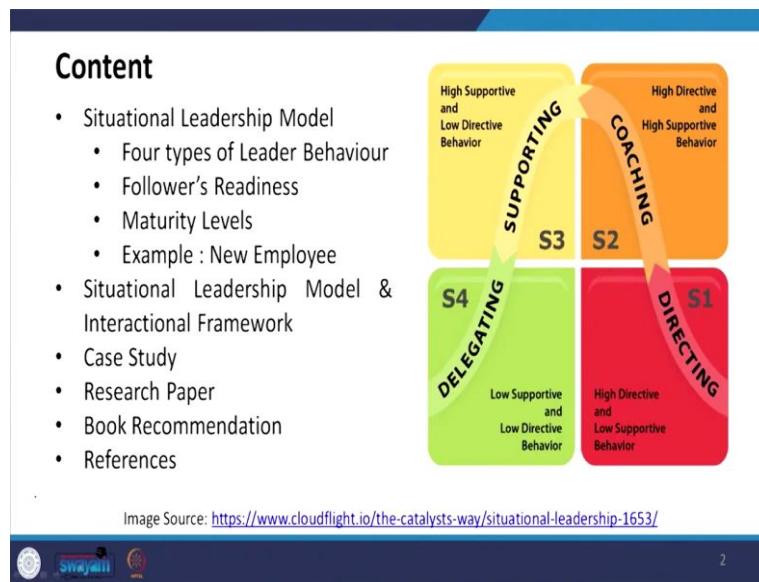
These are the specific reference for this particular topic to the normative decision-making model where you can go through these books and literature this is all about the normative decision-making model given by the Vroom and Yetton and create a decision tree and make the decisions. Thank you.

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.

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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.

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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.



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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.

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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)



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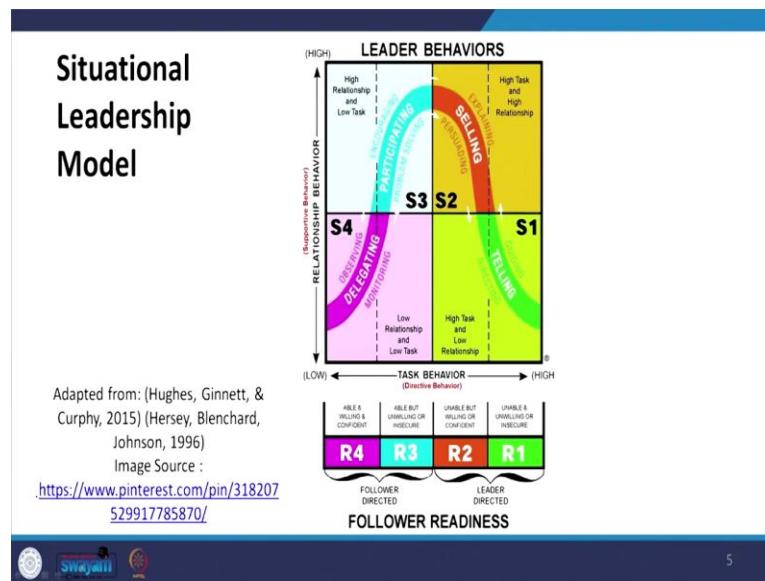
This situational leadership model offers answers to 2 important leadership questions is there an optimum way for leaders to adjust their behaviour with the different followers and thereby increase their likelihood of success. And therefore, in that case, it will be always important that is the leader 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.

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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.

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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.

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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.



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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



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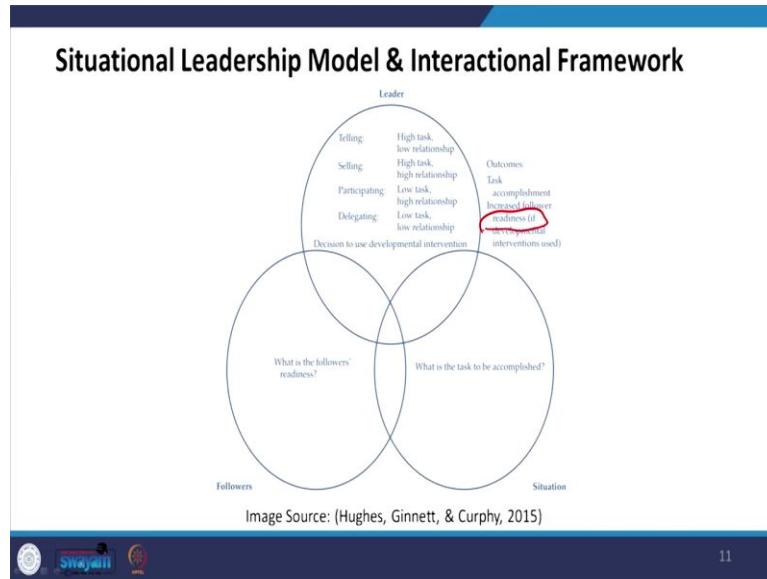
You sit in front of a PC and tell them you have some work to do and then you leave for a meeting a very interesting exercise you can do to implement and check this particular leadership model. So, whenever a new person that is the new employee who joins you and you want to find out that what is the maturity 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)



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)



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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)



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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)

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Research Paper

A test of three basic assumptions of Situational Leadership® II Model and their implications for HRD practitioners

Situational
Leadership® II
Model

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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.

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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.

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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.



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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.

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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.



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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

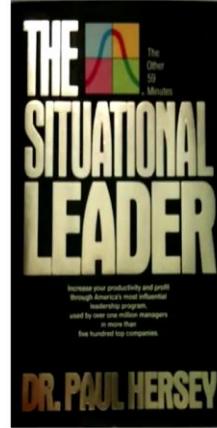


Image Source: <https://www.sapnaonline.com/books/situational-leader-59-minutes-warner-paul-hersey-0446513423-9780446513425>

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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.

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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”.

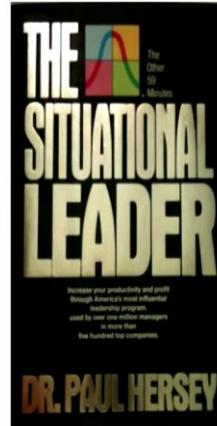


Image Source: <https://www.sapnaonline.com/books/situational-leader-59-minutes-warner-paul-hersey-0446513423-9780446513425>

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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)

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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.

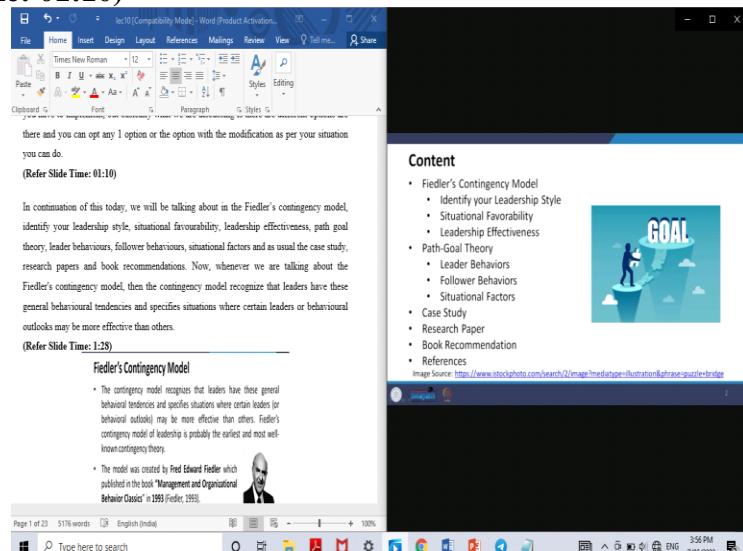
And what we say is that is about the way the maturity level of the follower is there accordingly you are to act as a leader. So, these references, the reference of the book is also given. So, I am sure that will help you to be more effective and successful leaders. So, it is not only the effective leader 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 "Lec10 [Compatibility Mode] - Word [Product Activation...]" with the status bar indicating "Page 1 of 23 5176 words". The main content area contains text about leadership theories and a callout for slide time. A sidebar on the right is titled "Content" and lists topics such as Fiedler's Contingency Model, Path-Goal Theory, Case Study, Research Paper, Book Recommendation, and References. Below the sidebar is an illustration of a person standing on a bridge labeled "GOAL". The status bar at the bottom shows "Image Source: https://www.stockphoto.com/search/2/image/mediatype/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 recognize 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 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)

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).

Image Source: <https://www.toolhero.com/toolheroes/fred-fiedler/>

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, Fiddler'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 **Situational Leadership Theory** 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.

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The screenshot shows a Microsoft Word document titled 'Identify your Leadership Style'. The content discusses Fiedler's theory of leadership style, specifically the 'least preferred co-worker' (LPC) scale. It states that leaders are categorized into two groups based on their LPC scores: low-LPC leaders (who have difficulty working with unfriendly, boring, or insincere individuals) and high-LPC leaders (who have difficulty working with friendly, interesting, or sincere individuals). The document also notes that leaders are motivated primarily by task completion.

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.

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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.

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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. 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.

Situational Favorability

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- 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)

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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)

Leaders who rate leader-member relations as highly feel they have the support of their followers and can rely on their loyalty if there is. Second is the task oriented and third is the positioning power.

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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

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.

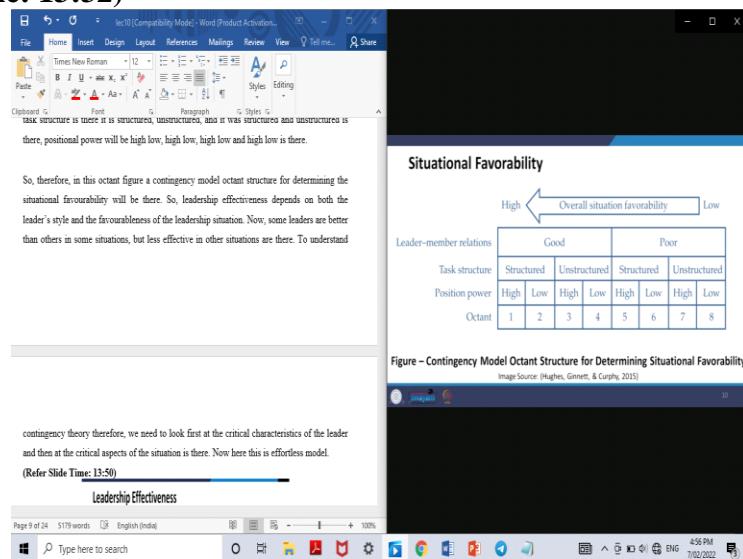
So, there will be the high structure of the task and there will be the low structure of the task, there will be the good relationship, there will be the poor relationship. Third dimension is a position power so, position power is the weakest of the 3 elements of situational favourability. Leaders who 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.

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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.

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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.

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 234567 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 situation 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.

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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.

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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 enhancing follower performance and follower satisfaction through focusing on follower motivation and the nature of the work tasks.

SITUATION	FAVOURABLE			MODERATE			UNFAVOURABLE					
	LEADER MEMBER RELATIONS	HIGH	MEDIUM	LOW	POSITIVE POWER	HIGH	MEDIUM	LOW	ROLE STRUCTURE	HIGH	MEDIUM	LOW
LEADER'S CHARACTERISTICS	STRONG	WEAK	STRONG	WEAK	STRONG	WEAK	STRONG	WEAK	STRONG	WEAK	STRONG	WEAK

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.

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The slide content includes:

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- 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).
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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.

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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.

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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.

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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.

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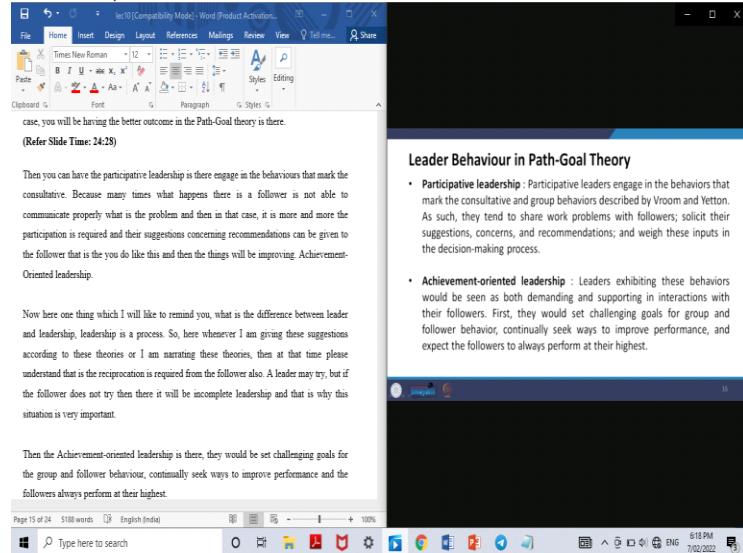
Leader Behaviour in Path-Goal Theory

- Participative leadership :** Participative leaders engage in behaviors that mark the consultative and group behaviors described by House and Lirtzman. As such, they tend to share work problems with followers, solicit their suggestions, concerns, and recommendations; and weigh these inputs in the decision-making process.
- Achievement-oriented leadership :** Leaders exhibiting these behaviors would be seen as both demanding and responsive in interactions with

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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.

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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.

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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.

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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, 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, but it also provides desktop publishing and standard copying that is a copy centre is there. Two other

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.

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Case Study: Direction for Some, Support for Others

- Daniel Shavit is the manager of a small business called The Copy Center, which is located near a large university.
- The Copy Center 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, but it also provides desktop publishing and standard copying services. It has three large, state-of-the-art copy machines and several computer workstations.

Image Source: <https://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.

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Case Study (Cont.)

- There are two other national chain copy stores in the immediate vicinity of The Copy Center, yet this store does more business than both of the other stores combined. A major factor contributing to the success of the store is that Daniel's leadership style. What was the leadership style? That was the, whenever the students were approaching to Daniel, never thought the class schedules and detail has a reputation for being really helpful with working out or the schedule conflict.
- One of the things that stands out about Daniel is the way he works with his part-time staff. Most of them are students, who have to schedule their work hours around their class schedules, and Daniel has a reputation for being really helpful with working out schedule conflicts.
- 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.

Two other national chain copy stores in 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.

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The screenshot shows a Microsoft Word document window. The title 'Case Study (Cont.)' is at the top. Below it is a bulleted list:

- 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 icons for Start, Task View, File Explorer, Edge, and others. The system tray shows the date as 7/02/2022 and the time as 8:41 PM.

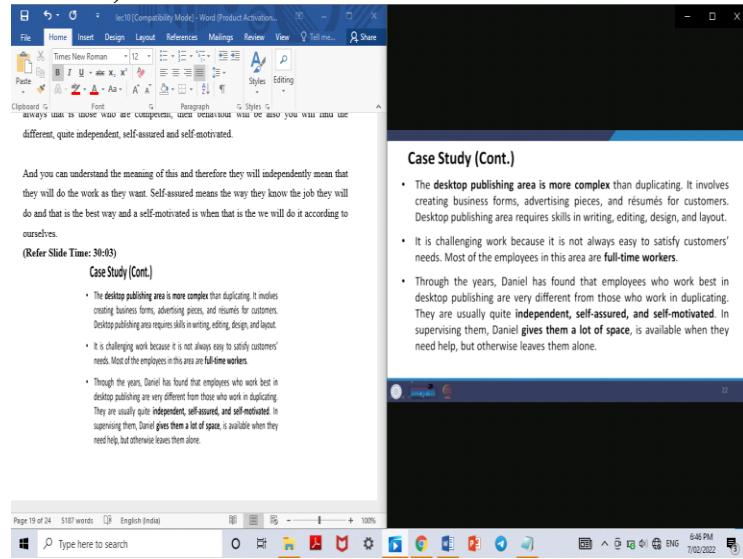
So, work at the copy centre divides itself into 2 main areas, duplicating services and desktop publishing. In both areas, leadership is effective. Duplicating is a straightforward preparation, taking a customer's original and making copies of them because this job is tedious. Daniel goes out of his way 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.

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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.

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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.

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Case Study (Cont.)

So, these are the questions for you for the assignment to do Path Goal theory. Why is generally an effective leader? How does this leadership style affect the motivation of employees at the copy centre? how to get a sense 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 follow on the follow motivation in this area?

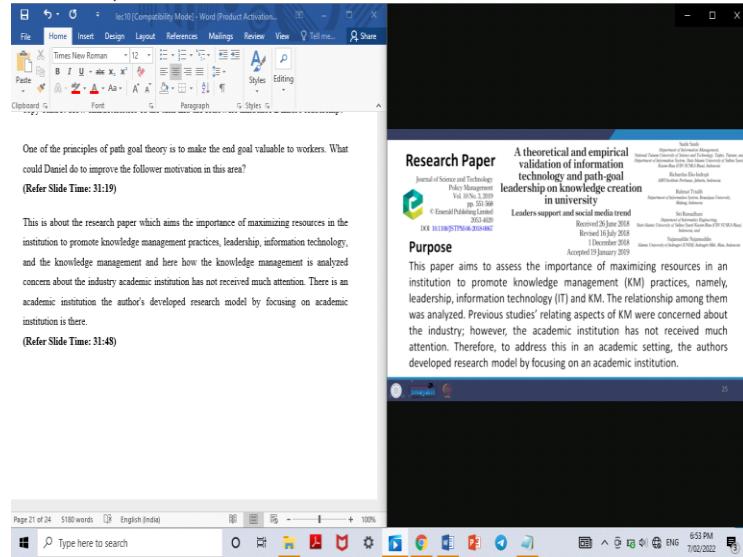
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Q1 According to path-goal theory, why is Daniel an effective leader?
 Q2 How does his leadership style affect the motivation of employees at The Copy Center?
 Q3 How do characteristics of the task and the followers influence Daniel's leadership?
 Q4 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?

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?

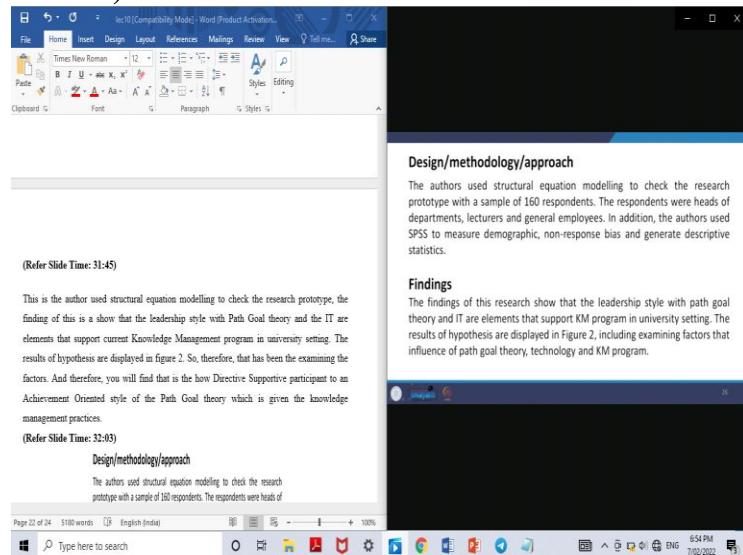
One of the principles of path goal theory is to make the end goal valuable to workers. What could Daniel do to improve the follower motivation in this area?

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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.

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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.

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 ($c = 0.20, p < 0.05$).

Findings (Cont.)

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

Path diagram:

```
graph TD; Supervisor --> Directive; Directive --> PathGoal[Path Goal Theory]; PathGoal --> KM[Knowledge Management]; PathGoal --> IT[Information Technology]; KM --> AchievementOriented[Achievement Oriented]; IT --> SocialMedia[Social Media]; IT --> InternetAccess[Internet Access];
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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.

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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.

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.

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Book Recommendation

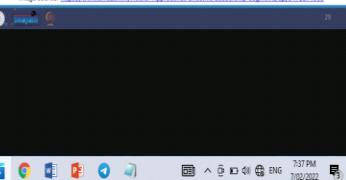
New Approaches to Effective Leadership:
Cognitive Resources and Organizational Performance

Authors: Fred E. 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

**New Approaches to
EFFECTIVE
LEADERSHIP**
Cognitive Resources and
Organizational Performance
Fred E. Fiedler
Joseph E. Garcia

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.

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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.

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Book Recommendation

New Approaches to Effective Leadership:
Cognitive Resources and Organizational Performance

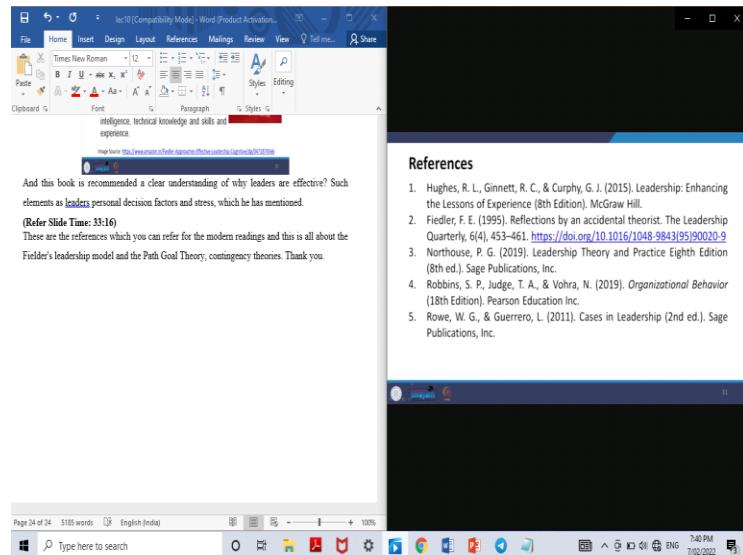
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**New Approaches to
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And this book is recommended a clear understanding of why leaders are effective such elements as leaders personal decision factors and stress, which he has mentioned. These are

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.

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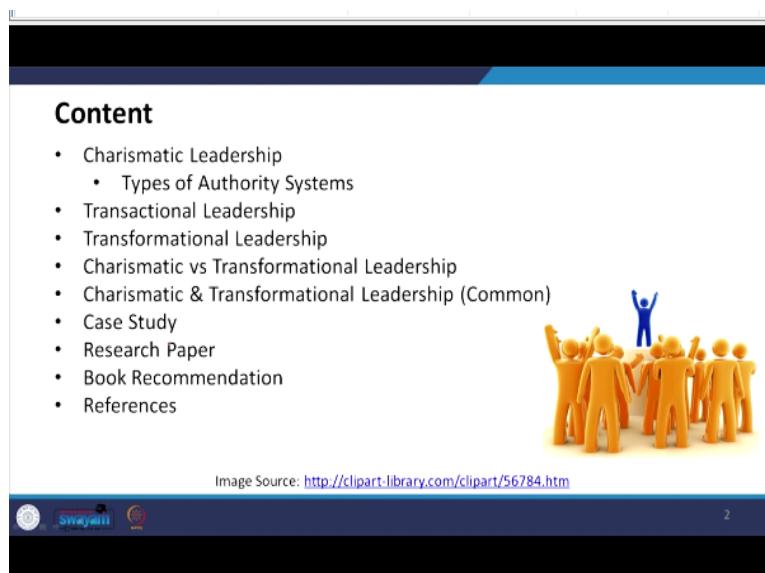
These are the references which you can refer for your further more readings and this is all about the Fielder's leadership model and the Path Goal Theory, contingency theories. Thank you.

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.

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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

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.

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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>

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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.

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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

5

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.

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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.

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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.

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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.

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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.

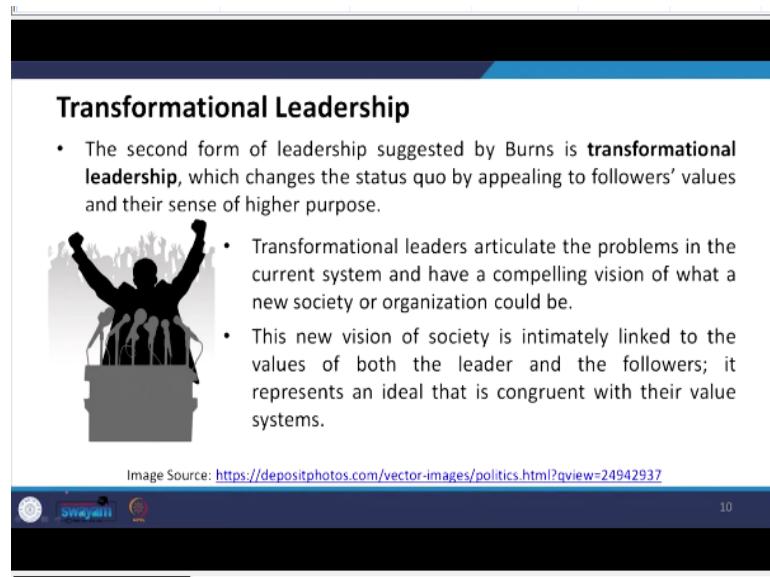
So, therefore transactional leadership which is coming to the given tech exchange relationship, is there and therefore it is having the exchanging money for work and there what happens that the leader is in the position because he is giving that salary, pay, packages are there or there maybe what are 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.

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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>

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.

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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.

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The slide has a dark blue header and footer. The main content area is white with a black border. The title 'Charismatic vs Transformational Leadership' is centered at the top in bold black font. Below the title is a bulleted list of four points. At the bottom left is the 'Swayam' logo, and at the bottom right is the number '12'.

- "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.

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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.

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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.

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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.

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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.

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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.

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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.

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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.

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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.evoke.org/contributors/BillGates>

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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.

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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.

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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

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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.

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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>

22

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.

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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>

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Case Study (Cont.)

Q1) Would you classify Bill Gates as a charismatic or transformational leader?
Why?

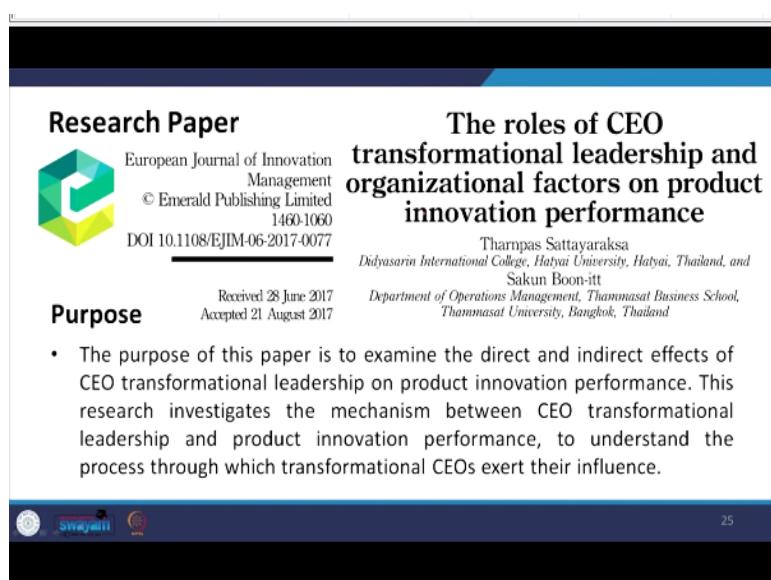
Q2) Consider the followers and employees of Gates. What are some unique characteristics of Gates's followers that might identify him as charismatic or transformational?

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.

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The image shows a research paper cover page. At the top left is a logo consisting of a stylized 'C' in green and yellow. To its right, the text reads: "European Journal of Innovation Management", "© Emerald Publishing Limited", "1460-1060", and "DOI 10.1108/EJIM-06-2017-0077". The title "Research Paper" is centered above the logo. The main title "The roles of CEO transformational leadership and organizational factors on product innovation performance" is centered on the right. Below the title, the authors' names are listed: "Tharmpas Sattayaraks" and "Sakun Boon-itt". The purpose of the paper is described as: "Received 28 June 2017" and "Accepted 21 August 2017". The paper is associated with "Didyusarin International College, Hanyai University, Hanyai, Thailand" and "Department of Operations Management, Thammasat Business School, Thammasat University, Bangkok, Thailand". A blue footer bar at the bottom contains small icons and the number "25".

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.

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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.

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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.

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Book Recommendation

Transformational and Charismatic Leadership: The Road Ahead (Second Edition)

Authors : Bruce J. Avolio, Francis J. Yammarino
Publisher: 2013 © by Emerald Group Publishing Limited
Language: English
Paperback: 503 Pages
ISBN-10 : 1781906009
ISBN-13 : 978-1-78-190600-2

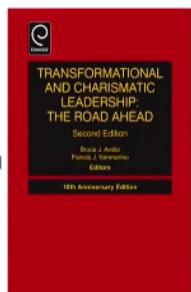


Image Source: <https://www.kobo.com/in/en/ebook/transformational-and-charismatic-leadership>



And this is the book transformational and charismatic leadership: The Road Ahead.

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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)

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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.

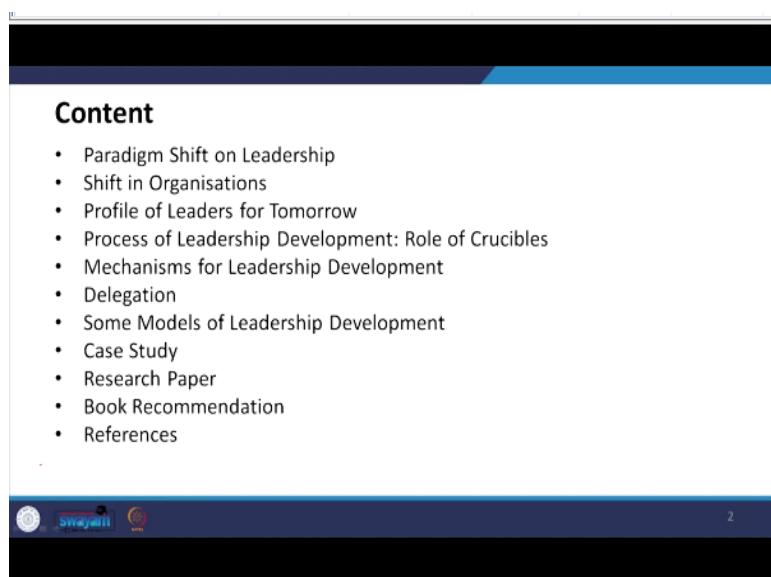
Leadership and Team Effectiveness
Prof. Santosh Rangnekar
Department of Management Studies
Indian Institute of Technology-Roorkee

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.

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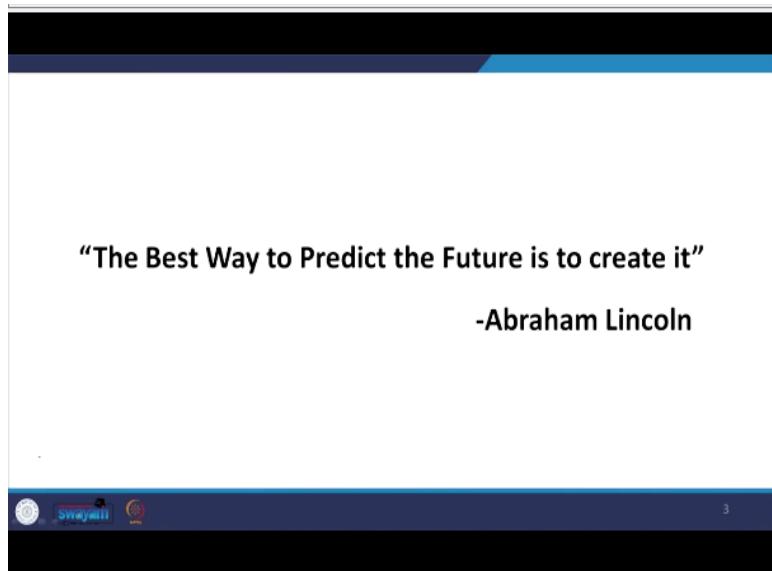


The screenshot shows a presentation slide with a dark blue header and footer. The header contains the Indian tricolor. The footer has icons for a person, a gear, and a book, followed by the text 'Swasth' and 'www'. The main content area is titled 'Content' in bold black font. Below the title is a bulleted list of topics:

- 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.

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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.

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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.

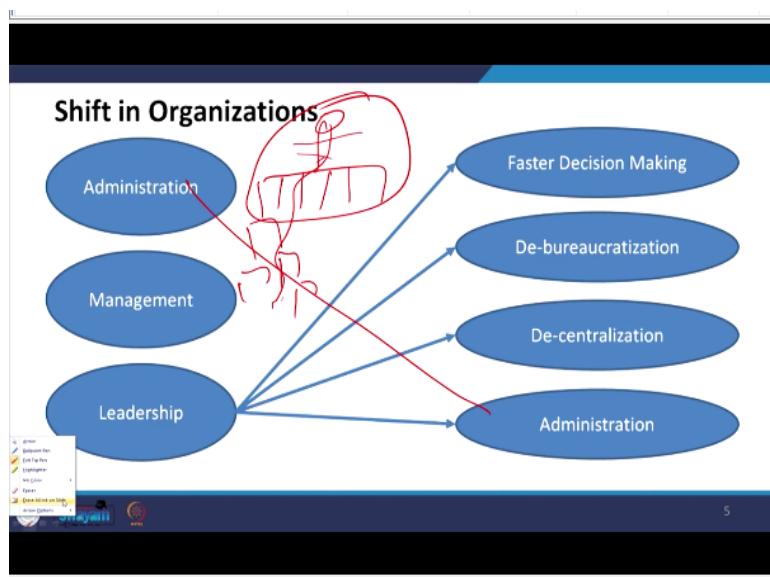
So, therefore in that case here that is high mobility is there in the generation. Careerism is becoming the very, very important issues. Now husband and wife both are working and we will find many couples they are living separately because their careers are at the different places. So, this careerism 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.

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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.

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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.

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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 be well informed, both novel and appropriate"

- Innovation**
- Maverick mindset**
Looking at situations from different perspectives, takes calculated risks
- Neoteny**
"When one strives to maintain a teachable spirit and is determined to become a life-long learner and value new experiences"

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 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

L x L = O

L 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.

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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, '4. Humility' is listed. Under 'Humility', there are five bullet points:

- Personal Humility**
The concept of personal humility includes aversion to lime light
- Self – restraint**
- Empowering**
 - Sharing Information
 - Education
 - Participative Decisions
- Culture building**

The footer contains the Swayam logo and the number 9.

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.

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Mechanisms for Leadership Development

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

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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.

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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>

You will be definitely have these effective way of the empowerment will be the delegation will be there.

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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

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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?

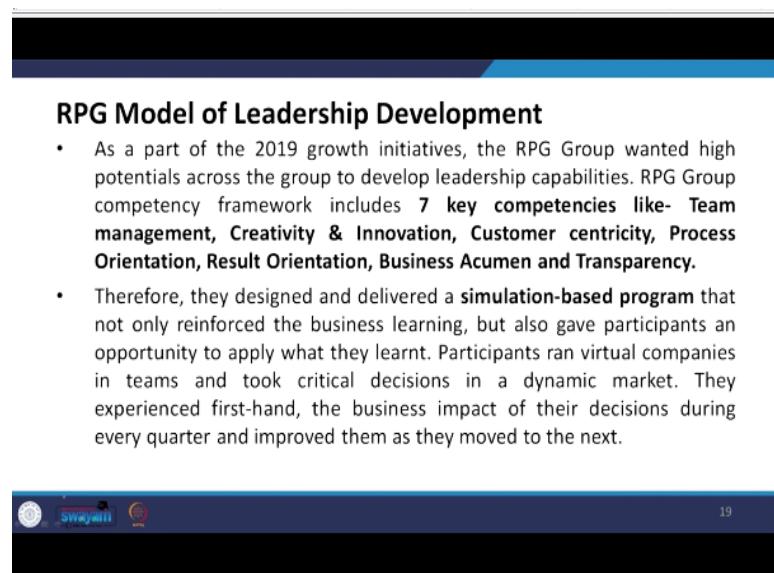
So, that we can catch the earlier opportunities and therefore the developing the leaders requires the earlier opportunities are there which will be decided by the HRU and planning is there. Whenever we are talking about the objective setting is there that is a goal and vision of the leader that will 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.

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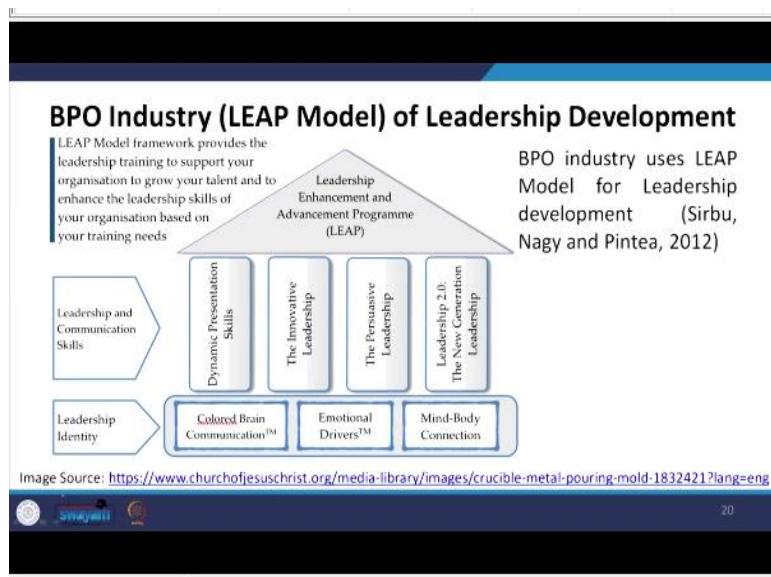
Centered inputs are there then definitely we will be able to do.

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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.

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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.

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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".

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

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And there is a succession planning is there.

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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

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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?

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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.

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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

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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
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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.

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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.

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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.

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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.

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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

**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_swatch_0?encoding=UTF8&qid=&sr=

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As usual I have some recommendations for the books also, developing tomorrow's leaders today, inside from corporation.

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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&pid=&r

And there in this book how the author has talked about lessons from the on the job experience.

(Refer Slide Time: 34:37)

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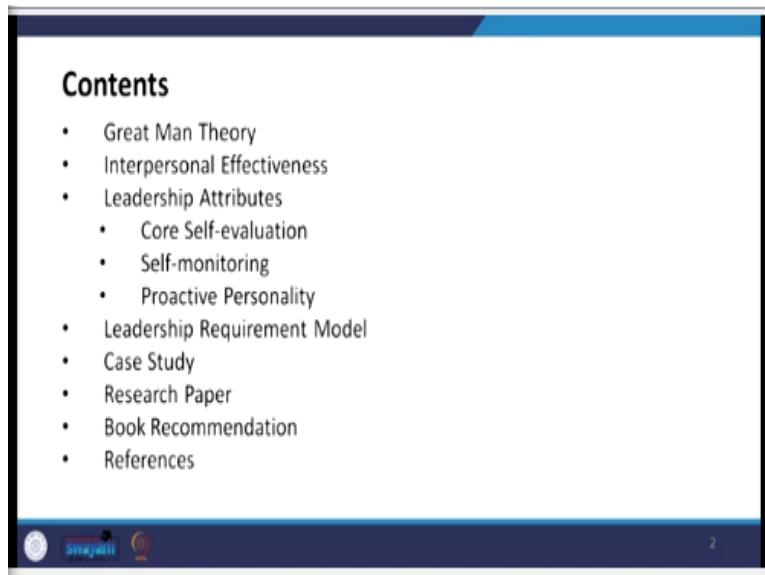
And this is a very, very practical approach book which will be helping you to develop that leadership for tomorrow. So, therefore developing the leadership for tomorrow it is becoming very easy, you have to go by these different models can take examples and then adopt at your workplace; I am sure that 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?

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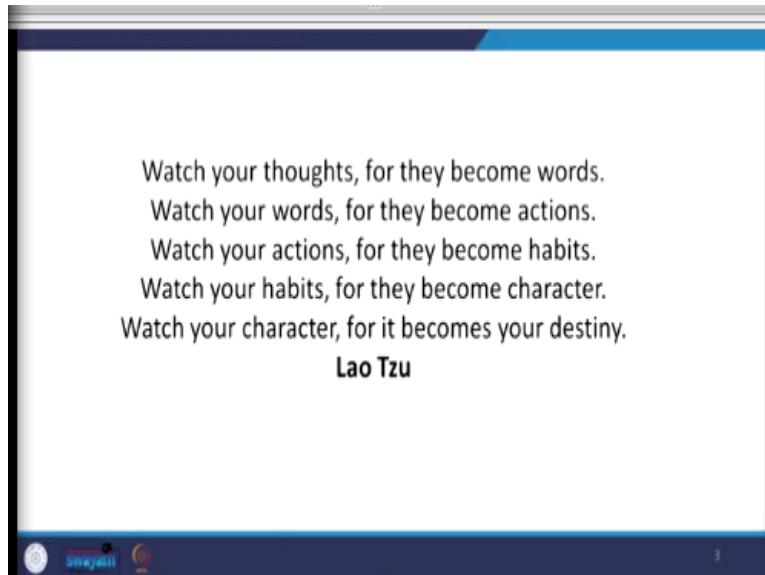
The screenshot shows a presentation slide with a blue header and footer. The header contains the text 'Leadership and Team Effectiveness' and 'Prof. Santosh Rangnekar'. The footer contains the text 'swayam' and a logo. The main content is titled 'Contents' and lists the following topics:

- Great Man Theory
- Interpersonal Effectiveness
- Leadership Attributes
 - Core Self-evaluation
 - Self-monitoring
 - Proactive Personality
- Leadership Requirement Model
- Case Study
- Research Paper
- Book Recommendation
- References

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.

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So, create that environment in which you are able to learn. So, first how this great man theory is relevant for this particular concept.

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A screenshot of a presentation slide. The title "Great Man Theory" is at the top in bold black text. Below the title is a bulleted list of four points:

- 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.

At the bottom of the slide, there is a dark blue footer bar with some small icons and text.

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.

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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.

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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.

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Interpersonal Effectiveness

- Interpersonal effectiveness is the capability of an individual to do this, influence others, competently.
- Leadership is a direct function of three elements of interpersonal effectiveness.
 - ❑ Awareness
 - ❑ Ability
 - ❑ Commitment



Image Source: <https://en.ppt-online.org/194074>

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.

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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

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.

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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.

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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.

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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.

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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

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.

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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.

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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.

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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.

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The slide has a blue header bar with the title 'Self-Monitoring'. Below the title is a bulleted list of four points:

- 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.

At the bottom of the slide, there is a footer bar with icons and the number '16'.

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.

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Proactive Personality

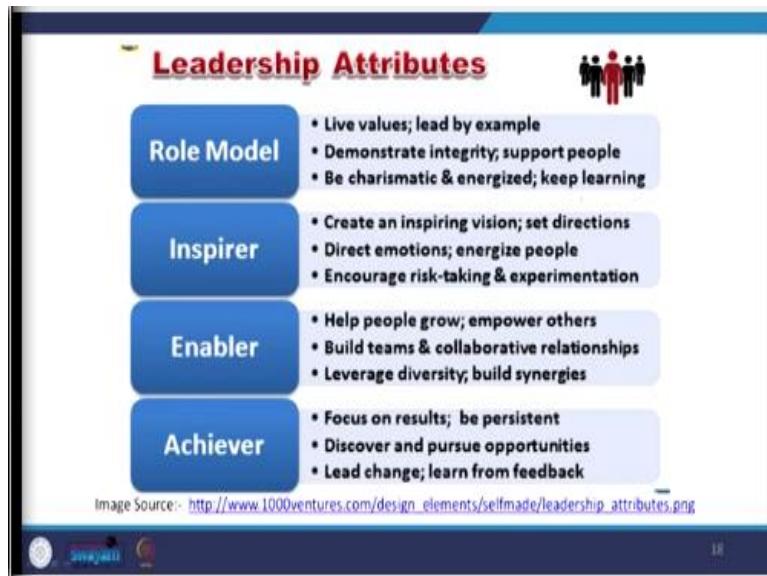
- Proactive personality identify opportunities, show initiative, take action, and persevere until meaningful change occurs, compared to others who passively react to situations.
- Proactives create positive change in their environment, regardless of, or even in spite of, constraints or obstacles. Not 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.

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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.

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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.

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Attributes Category of Leadership Requirement Model		
Character Attributes	Presence Attributes	Intellect Attributes
<ul style="list-style-type: none"> • Army Values • Empathy • Warrior ethos/Service Ethos • Discipline • Humility 	<ul style="list-style-type: none"> • Military and Professional Bearing • Confidence • Fitness • Resilience 	<ul style="list-style-type: none"> • Mental Agility • Innovation • Interpersonal tact • Sound Judgement • Expertise

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.

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Competencies Category of Leadership Requirement Model		
Leads Competencies	Develops Competencies	Achieves Competencies
<ul style="list-style-type: none"> • Leads others • Extends influence beyond the chain of command • Builds trust • Leads by example 	<ul style="list-style-type: none"> • Prepares self • Creates a positive environment • Develop others • Stewards the profession 	<ul style="list-style-type: none"> • Gets results is the single achieves competency and relates to actions of leading to accomplish tasks and missions on time and to standard.

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.

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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.

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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

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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.

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Case Study (Cont.)				
Competency Domain	Leadership Competencies	Leadership Podium Programme	Leadership Accelerator Programme	Leadership Launch Programme
Leadership	Your Role as a leader	Transition to 3 rd level leadership Samsung Leadership Pipeline	Transition to 2 nd level leadership Your role as leader, Manager, Coach Samsung Leadership Pipeline	Transition to 1 st level leadership Your role as leader, Manager, Coach Samsung Leadership Pipeline
	Self awareness and development	Your authentic leadership style (as a 3 rd Level Leader)	Your authentic leadership style (as a 2 nd Level Leader)	Your authentic leadership style Continuous Development
Business Strategy	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 the 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.

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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

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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.

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Research Paper

The effects of core self-evaluations and transformational leadership on organizational commitment

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.

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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.

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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.

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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.

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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.

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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.

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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.

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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.

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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."

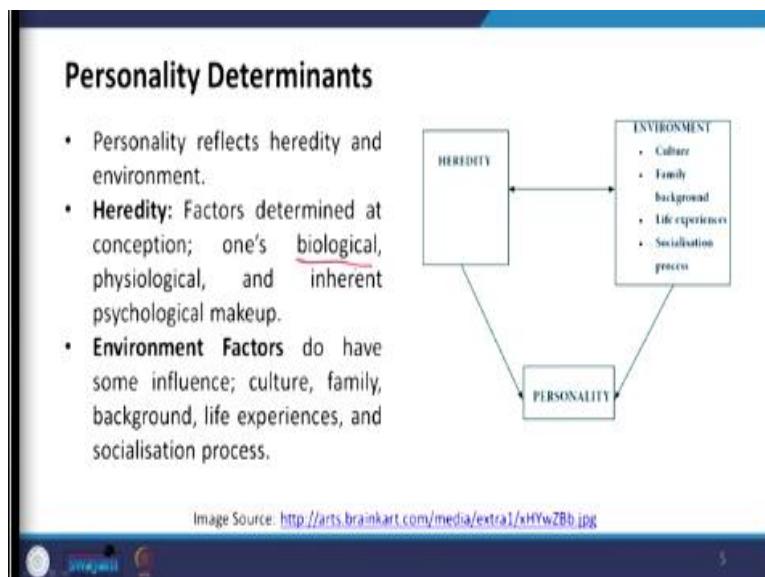
The personality is the sum total of all the biological inert disposition. So, therefore in that case when we talk about your DNA, when you talk about the skin colour, when you talk about the colour of your eyes, colour of your hairs. So, that is a biological inner disposition impulses, psychological 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.

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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.

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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.

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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.

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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.

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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.

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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.

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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.

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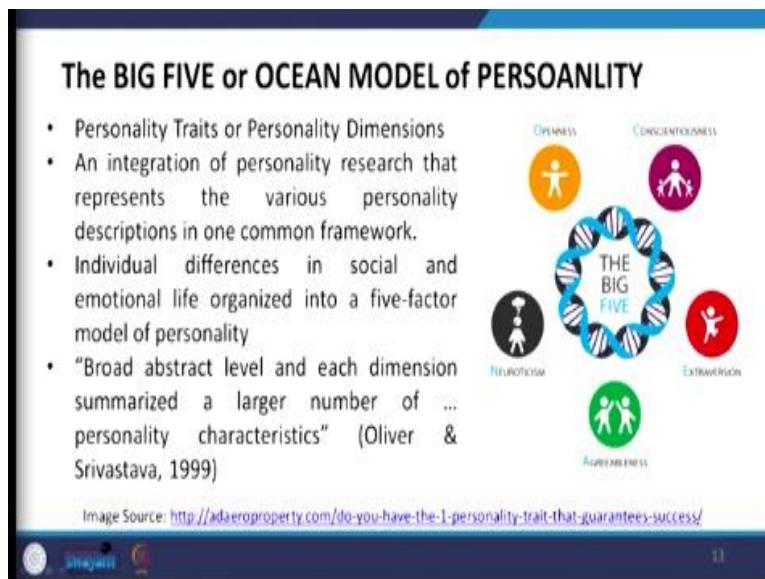
The Approach-avoidance Framework

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.

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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.

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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"> Competence Organized Dutifulness Achievement striving Self-disciplined Deliberation 	<ul style="list-style-type: none"> Incompetent Disorganized Careless Procrastinates Indiscipline Impulsive

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?

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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"> Trust (forgiving) Straightforwardness Altruism (enjoys helping) Compliance Modesty Sympathetic Empathy 	<ul style="list-style-type: none"> Sceptical Demanding Insults and belittles others Stubborn Show-off Unsympathetic Doesn't care about how other people feel

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.

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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">• Sociable• Energized by social interaction• Excitement-seeking• Enjoys being the center of attention• Outgoing	<ul style="list-style-type: none">• Prefers solitude• Fatigued by too much social interaction• Reflective• Dislikes being the center of attention• Reserved

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.

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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">• Curious• Imaginative• Creative• Open to trying new things• Unconventional	<ul style="list-style-type: none">• Predictable• Not very imaginative• Dislikes change• Prefer routine• Traditional

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.

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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"> • Anxious • Angry hostility (irritable) • Experiences a lot of stress • Self-consciousness (shy) • Vulnerability • Experiences dramatic shifts in mood 	<ul style="list-style-type: none"> • Doesn't worry much • Calm • Emotionally stable • Confident • Resilient • Rarely feels sad or depressed

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.

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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.

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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.

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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.

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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?

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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.

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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.

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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.

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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.

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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.

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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.

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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.

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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.

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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?

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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 a green logo consisting of overlapping geometric shapes. To its right, the text reads: "Research Paper", "Leadership & Organization Development Journal", "Vol. 38 No. 1, 2017", "pp. 125-144", "© Emerald Publishing Limited", "0143-7739", "DOI: 10.1108/LODJ-05-2015-0103". The main title "Measuring leader behaviour: evidence for a “big five” model of leadership" is centered above the author information. Below the title, it says "Received 11 May 2015", "Revised 18 October 2015", "2 February 2016", "Accepted 2 February 2016", "Peter H. Langford and Cameron B. Dougall", "Voice Project, Macquarie Park, Australia and", "Department of Psychology, Macquarie University, North Ryde, Australia, and", "Louise P. Parfes", "Voice Project, Macquarie Park, Australia". At the bottom left is a small footer with the word "Swayam".

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.



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And here we can learn from this that this 360 degree survey rating, earlier also we have talked about this 360 degree.

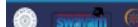
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Research limitations/implications

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.



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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.

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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

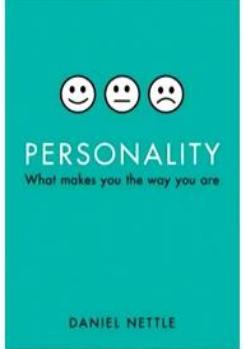


Image Source: <https://m.media-amazon.com/images/I/31B1b5EYi7L.jpg>

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.

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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.

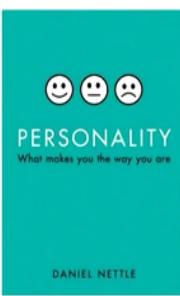


Image Source: <https://m.media-amazon.com/images/I/31B1b5EYi7L.jpg>

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)

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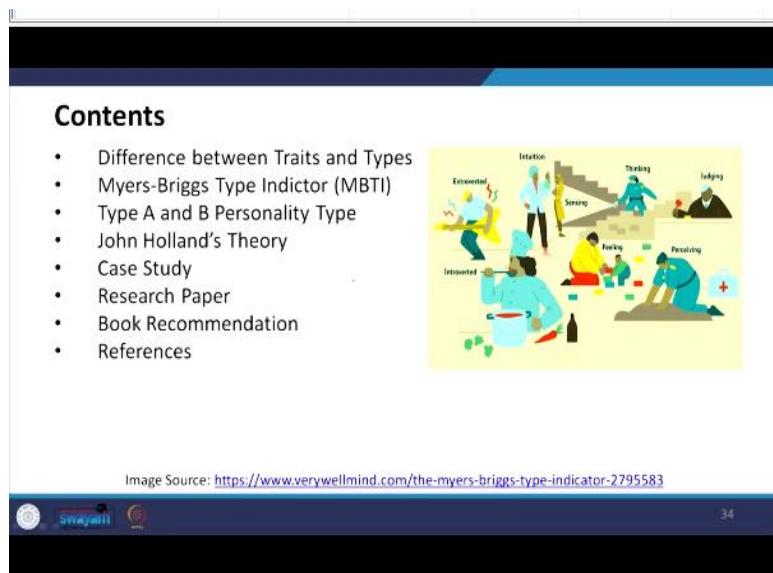
31

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.

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The slide has a dark blue header and footer. The main content area is white. It features a title 'Contents' in bold black font at the top left. Below it 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

On the right side of the slide, there is a colorful illustration depicting four people in various professional settings. One person is working at a desk, another is in a library, a third is outdoors, and a fourth is in a social setting. Above the illustration, the four MBTI personality types are labeled: Entertainer, Intuitive, Thinking, and Judging. Below the illustration, the Sensing, Feeling, and Perceiving types are also labeled. At the bottom of the slide, the source is cited as 'Image Source: <https://www.verywellmind.com/the-myers-briggs-type-indicator-2795583>' and the slide number '34' is shown in the footer.

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.

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"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.

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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.

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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.

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Myers-Briggs Type Indictor (MBTI)

MBTI has four basic preference dimensions.

EXTRAVERSION	INTROVERSION
Where do you get your energy from?	
SENSING	INTUITION
What kind of information do you prefer to use?	
THINKING	FEELING
What process do you use to make decisions?	
JUDGING	PERCEIVING
How do you deal with the world around you?	

Source: <https://image.slidesharecdn.com/oppmbtistepishortgroupfeedbacken-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.

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Myers-Briggs Type Indictor (MBTI)	
Characteristics and Careers Frequently Associated with each Myers-Briggs Type	
ISTJ (Introversion/Sensing/Thinking/Judging) Responsible, organized, perfectionistic, detail oriented, private, punctual, dutiful, cautious, would rather be friendless than jobless, insensitive to hardships of others Favored Careers: Scientist, Engineer Disfavored Careers: Entertainer, Musician	ESFP (Extraversion/Sensing/Feeling/Perceiving) Outgoing, social, talkative, modest, emotional, happy, disorganized, spontaneous, suggestible, prone to crying, likes being the center of attention, likes teamwork Favored Careers: Hair Stylist, DJ, Nurse Disfavored Careers: Researcher, Programmer
ISFJ (Introversion/Sensing/Feeling/Judging) Polite, rule abiding, dutiful, dislikes competition, frightens easily, timid, socially uncomfortable, not spontaneous, apprehensive, guarded, suspicious Favored Careers: Homemaker, Librarian Disfavored Careers: Performer, CEO	ESTJ (Extraversion/Sensing/Thinking/Judging) Organized, group oriented, focused, conventional, planful, realistic, hard working, stiff, content, regular, strict, disciplined, meticulous, strong sense of purpose Favored Careers: Executive, Banker, Lawyer Disfavored Careers: Poet, Artist, Musician

ESFP extroversion, sensing, filling 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.

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Myers-Briggs Type Indictor (MBTI)	
Characteristics and Careers Frequently Associated with each Myers-Briggs Type	
ISTJ (Introversion/Sensing/Thinking/Judging) Responsible, organized, perfectionistic, detail oriented, private, punctual, dutiful, cautious, would rather be friendless than jobless, insensitive to hardships of others Favored Careers: Scientist, Engineer Disfavored Careers: Entertainer, Musician	ESFP (Extraversion/Sensing/Feeling/Perceiving) Outgoing, social, talkative, modest, emotional, happy, disorganized, spontaneous, suggestible, prone to crying, likes being the center of attention, likes teamwork Favored Careers: Hair Stylist, DJ, Nurse Disfavored Careers: Researcher, Programmer
ISFJ (Introversion/Sensing/Feeling/Judging) Polite, rule abiding, dutiful, dislikes competition, frightens easily, timid, socially uncomfortable, not spontaneous, apprehensive, guarded, suspicious Favored Careers: Homemaker, Librarian Disfavored Careers: Performer, CEO	ESTJ (Extraversion/Sensing/Thinking/Judging) Organized, group oriented, focused, conventional, planful, realistic, hard working, stiff, content, regular, strict, disciplined, meticulous, strong sense of purpose Favored Careers: Executive, Banker, Lawyer Disfavored Careers: 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.

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Myers-Briggs Type Indictor (MBTI)	
Characteristics and Careers Frequently Associated with each Myers-Briggs Type	
ISTP (Introversion/Sensing/Thinking/Perceiving) Hidden, private, loner, insensitive to others, dislikes sharing feelings, lower energy, messy, avoidant, submissive, prefers intellectual pursuits over relationships <i>Favored Careers:</i> Engineer, Programmer <i>Disfavored Careers:</i> Artist, Florist, Teacher	ESFJ (Extraversion/Sensing/Feeling/Judging) Outgoing, does not like being alone, open, easy to read, considerate, loving, follows the rules, clean, altruistic, values organized religion <i>Favored Careers:</i> Wedding Planner, Nurse <i>Disfavored Careers:</i> Scientist, Astronaut
ISFP (Introversion/Sensing/Feeling/Perceiving) Disorganized, easily distracted and disturbed, self-doubting and not self-confident, indecisive, does not like leading, private, modest <i>Favored Careers:</i> Teacher, Singer, Carpenter <i>Disfavored Careers:</i> Marketer, Judge, Lawyer	INFJ (Introversion/Intuition/Feeling/Judging) Anxious, cautious, creative, smart, private, values solitude, does not like to be looked at, easily offended, moody, fears rejection <i>Favored Careers:</i> Therapist, Editor, Painter <i>Disfavored Careers:</i> 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 is a table with two columns. The left column lists ESTP, INFP, and ENTP types with their characteristics and favored/disfavored careers. The right column lists INTJ, ENTP, and ENTP types with their characteristics and favored/disfavored careers. The bottom of the slide shows a footer with the logo 'Swayam' and the number '41'.

Characteristics and Careers Frequently Associated with each Myers-Briggs Type	
ESTP (Extraversion/Sensing/Thinking/Perceiving) Emotionally stable, content, thick skinned, decisive, adjusts easily, likes crowds, outgoing, disorganized, messy, risk taker, fearless, enjoys sports, likes to lead, good presenter Favored Careers: CEO, Pilot, Spy, Bar Owner Disfavored Careers: Novelist, Librarian, Florist	INTJ (Introversion/Intuition/Thinking/Judging) Loner, detached, values solitude, socially uncomfortable, unhappy, analytical, critical, suspicious, orderly, prepared, clean, punctual, perfectionistic, rarely shows anger Favored Careers: Engineer, Neurosurgeon Disfavored Careers: Performer, Ad Executive
INFP (Introversion/Intuition/Feeling/Perceiving) Idealist, daydreamer, smart, creative, impulsive, moody, disorganized, prone to lateness, private, attracted to sad things, prone to regret, submissive, easily discouraged Favored Careers: Cartoonist, Writer, Activist Disfavored Careers: Executive, Administrator	ENTP (Extraversion/Intuition/Thinking/Perceiving) Thrill seeker, rule breaker, risk taker, adventurous, life of a party, outgoing, adaptable, not easily offended, emotional stable, dominant, improviser, carefree Favored Careers: Homemaker, Librarian Disfavored Careers: 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	
INTP (Introversion/Intuition/Thinking/Perceiving) Likes the esoteric, likes science fiction, skeptical, rule breaker, unemotional, loner, detached, does not think they are weird but others do, fantasy prone, disorganized Favored Careers: Philosopher, Mortician Disfavored Careers: Social Worker, Supervisor	ENFJ (Extraversion/Intuition/Feeling/Judging) Emotional, loving, social, positive, affectionate, image conscious, considerate, easily hurt, religious, neat, perfectionistic, ambitious, hard working, touchy, seductive Favored Careers: Critic, News Anchor, Dancer Disfavored Careers: Scientist, Truck Driver
ENFP (Extraversion/Intuition/Feeling/Perceiving) Outgoing, social, disorganized, easily talked into doing silly things, pleasure seeking, irresponsible, thrill seeker, unconventional, impulsive, prone to losing things Favored Careers: Actor, Artist, Filmmaker Disfavored Careers: Analyst, Banker, Engineer	ENTJ (Extraversion/Intuition/Thinking/Judging) Decisive, adventurous, fearless, engaged, self centered, image conscious, opinionated, ambitious, hates to be bored, narcissistic, arrogant, driven, critical, orderly Favored Careers: Consultant, Lawyer, Spy Disfavored Careers: 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)

Common Uses for MBTI Include:

- 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

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.

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Type A and B Personality Type

- 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 header contains the text 'Characteristics of Type A Personality'. The footer contains the Swayam logo and the number '46'. The main content area lists five characteristics:

- Competitive
- Angered easily
- Feel Pressure
- Impatient
- Super motivated

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.



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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.

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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

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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

REALISTIC
Practical, hands-on, tangible work

INVESTIGATIVE
Research-oriented, knowledgeable, curious

ARTISTIC
Expressive, creative, visual

SOCIAL
Helping, empathetic, friendly

ENTERPRISING
Influential, leader, energetic, sociable

CONVENTIONAL
Structured, organized, careful

Image Source: https://letstalkscience.ca/sites/default/files/styles/x_large/public/2020-10/Holland_hexagon_with_text_0.png?itok=UJ8MQijO

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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.

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REALISTIC Type of Personality

- Enjoys working with animals, tools, or machines
- Generally avoids social activities such as teaching, healing, and informing others
- Is skillful 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.

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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-jA13oWTjRNty7tauwZgmndFzmyse9-82KSqlq78d3EST5nGgoPbjY6jU2H3hv6_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.

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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>

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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/>

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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.

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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/>

55

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>

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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.

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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)

Case Study: The Power of Quiet (Cont.)

2. **Introversion is driven underground:** Thanks to social norms and structures, introverts often forced to be close introverts' action according to an extraverted ideal, even if that is not their personality at heart. Think about it. If someone comments “you are awfully quiet,” they nearly always assume an underlying problem, as if not being quiet is the norm.
3. **Extraversion is not all its cracked up to be:** Because introversion is suppressed, we cause the introverts of the world distress and fail to capitalize on the many virtues of introversions. We may overlook the quiet, thoughtful introvert when choosing a leader, we may quell creativity by doing most of our work in groups, and we may mistake appearance of reality (“don’t mistake assertive or eloquence for good ideas Cain writes society may unwittingly push people to take risks more than is warranted, to act before they think, and to focus on short term rewards above all else.”

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?



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Cain is not anti-extrovert. She simply thinks we should encourage people to be who 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 an introvert person? Would you like to be more introverted, would you classify yourself as introvert or not?

(Refer Slide Time: 30:19)

Research Paper

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The relationship between personality and transformational leadership

Tina M. Hautala

Received May 2005 Department of Management, University of Vaasa, Vaasa, Finland
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Accepted September 2005

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.



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This is the suggested reading that is the relationship between the personality and transformational leadership.

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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.



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This research paper will definitely help you. The findings will let you know that is the how the leaders they read their subordinates.

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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.



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And then how the role of personality which impact at the workplace.

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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

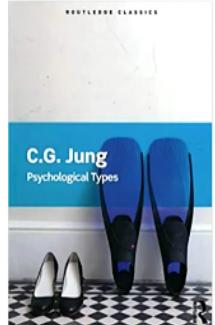


Image Source: <https://www.amazon.in/Leaders-Myth-Reality-Stanley-McChrystal/dp/0525534377>

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.

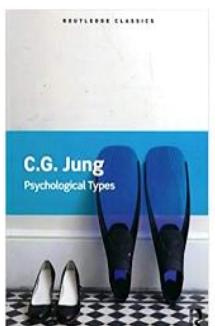


Image Source: <https://www.amazon.in/Leaders-Myth-Reality-Stanley-McChrystal/dp/0525534377>

(Refer Slide Time: 30:54)

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 - https://en.wikipedia.org/wiki/Personality_type

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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.

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Contents

- Define Intelligence
- Sternberg's Triarchic Theory of Intelligence
- Divergent and Convergent Thinking
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Image Source: <https://smartboost.com/blog/creativity-and-intelligence/>



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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.

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Making the simple complicated is commonplace; making the complicated simple, awesomely simple, that's creativity.

Charles Mingus,
jazz bassist and composer



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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.

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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.

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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."

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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 shape 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.

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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.

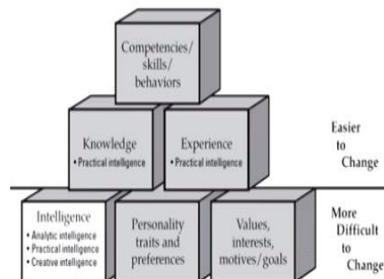


Image Source: (Hughes, Ginnett, & Curphy, 2015)

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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.

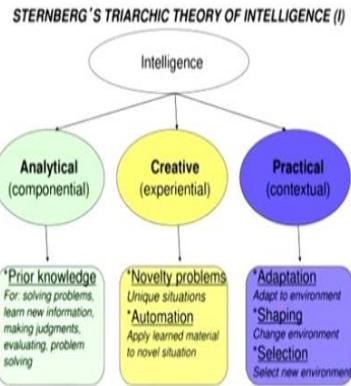
Intelligence can be modified through education and experience is there. So, however, it is the your the basic the personality trait will be in about intelligence. That is a analytic, practical and creative is there. Now, but, whatever the score is there or whatever the level of the intelligence is there 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.

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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.

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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.

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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 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.

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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.

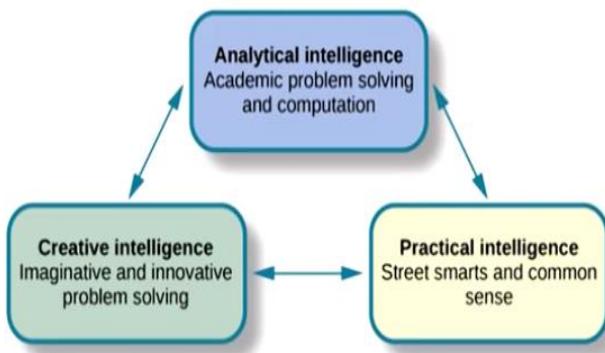
So, therefore, in the beginning, that is novel to automation is that is in the beginning it was totally new that new environment was given. And, the person, what he does. He is with that unfamiliar task or situation. He interacts and deal with it. And, when he deals with it, he becomes familiar. That 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.

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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.

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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.

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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.

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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.

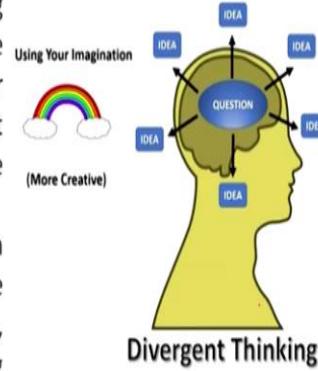


Image Source: <https://thinkwellcenter.edublogs.org/files/2019/08/Divergent-Thinking-Person-1024x615.jpg>

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.

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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.

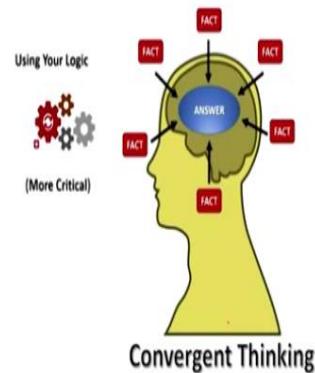


Image Source: <https://thinkwellcenter.edublogs.org/files/2019/08/Convergent-Thinking-Person-1024x615.jpg>

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?

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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.

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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.

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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 talks about the intelligence and stress is reinvention of the Fiedler contingency theory. And, concepts were given by the Fred Fiedler and the Joe Garcia in 1987.

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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.

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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.

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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.

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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.

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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

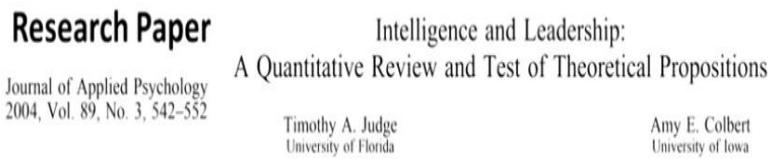
- Does analytical and creative intelligence of individual play dominant role in make of center of innovation?
- What do you think are the implications of these trends for leaders in the West or the BRIC countries?

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.

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Remus Ilies
University of Florida

Amy E. Colbert
University of Iowa

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.

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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.

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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

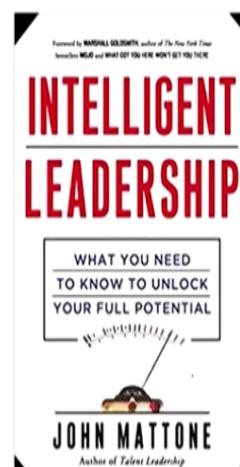


Image Source: https://images-na.ssl-images-amazon.com/images/I/516mJ08GcGL._SX331_BO1,204,203,200_.jpg

These are the books which I suggest you can refer more and that is intelligent leadership what you need to know.

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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.

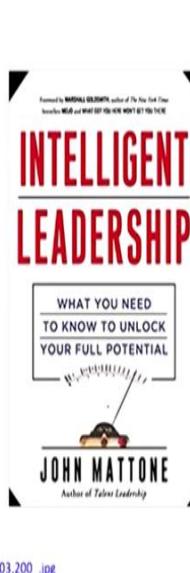


Image Source: https://images-na.ssl-images-amazon.com/images/I/516mI08GcGl_SX331_BO1,204,203,200_.jpg

Unlock your full potential. That is a book recommendation.

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- <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.

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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://assets.neuroscatlas.com/volumes/ATLAS/0.5-NOTSN/08-Emotional_Intelligence/001SN_Emotion_01.jpg

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.

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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



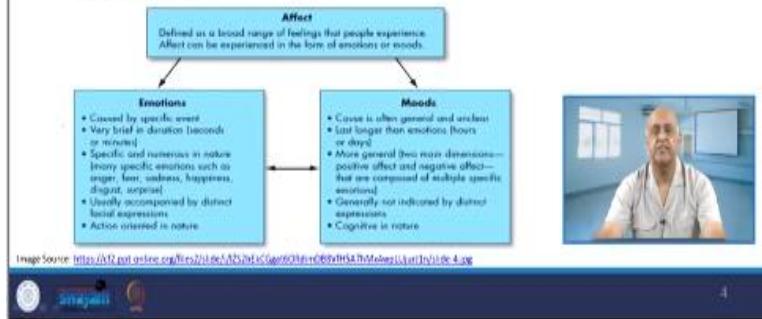
So, whenever we are talking about the emotions, so, Daniel Goldman's contribution is highly recognized and accepted in the academia and here is a quote was given by Daniel Goleman, it is the what really matters for success, character, happiness and lifelong achievements is a definite set of emotional 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.

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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.

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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.

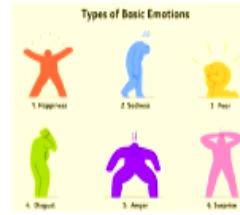


Image Source: <https://www.psychologytoday.com/an-overview-of-the-types-of-emotion-45&10>

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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.

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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.

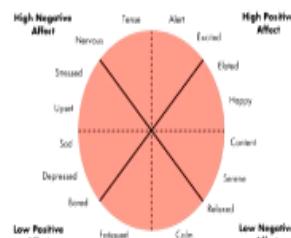


Image Source: <https://www.researchgate.net/figure/The-structure-of-mood-revised-by-n-Rolland-et-al-2010-fig-12-101966>

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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?

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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



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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.

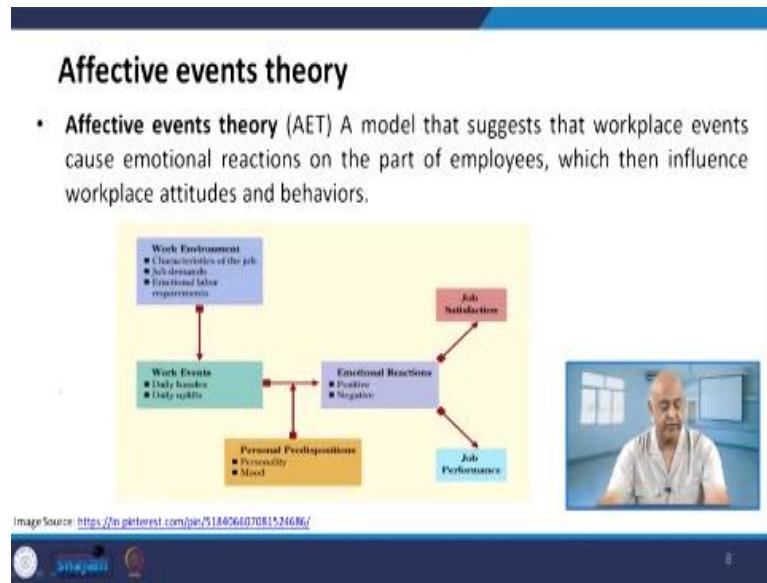
It also depends on the day of the weekend, time of the day is there. So, therefore, many people, have a very positive emotion in the morning and those who are having the negative emotions that is the in the evening as simple as a student, you can also find out that is the

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.

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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.

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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.

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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.



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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.

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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



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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.

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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.



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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.

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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



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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.

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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">• Self Awareness• Self Regulation• Motivation	<ul style="list-style-type: none">• Empathy• Social Skills



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.

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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.

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Mixed Models of EI: Emotional Competencies

Personal Competence	
Social skills	<ul style="list-style-type: none">• Conflict management• Change catalyst• Team capabilities• Communication• Leadership• Building bonds• Influence• Cooperation
Self-awareness	<ul style="list-style-type: none">• Understanding others• Developing others• Service orientation• Diversity• Political awareness

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



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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.

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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



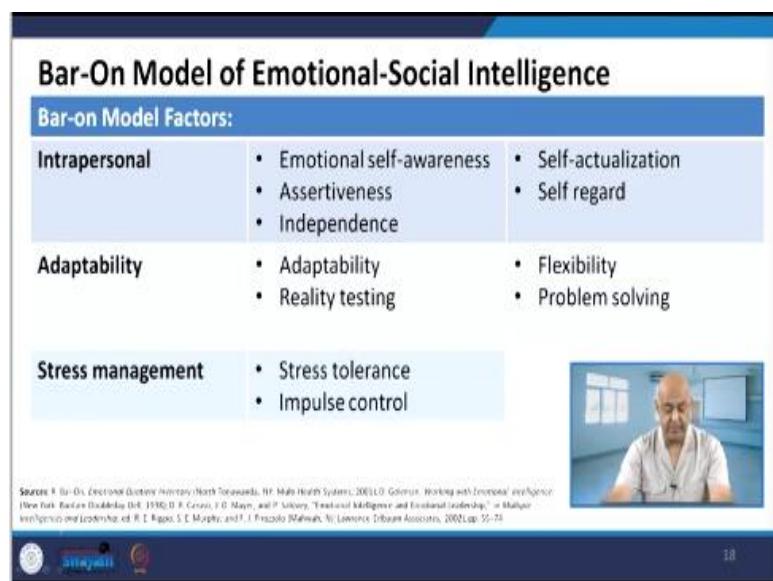
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So, developed by the Reuven Bar-On, he was the first one to use the term emotional quotient. So, Bar-On emotional intelligence model assumptions and developers over time can be

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.

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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.

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Bar-On Model of Emotional-Social Intelligence (Cont.)

Bar-on Model Factors:

Interpersonal

- Social responsibility
- Interpersonal relationship
- Empathy

General mood

- Optimism
- Happiness



Sources: R. Bar-On, *Emotional Quotient Inventory*. (North Tonawanda, NY: MHS Health Systems, 2001); D. Goleman, *Working with Emotional Intelligence* (New York: Bantam Doubleday Dell, 1998); D. F. Casner, J. D. Maren, and P. Salovey, "Emotional Intelligence and Emotional Leadership," in *Multiple Intelligences and Leadership*, ed. R. D. Biggs, S. L. Murphy, and T. J. Pizzolo (Mahwah, NJ: Lawrence Erlbaum Associates, 2002), pp. 55-78.

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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.

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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.



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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.

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Research Paper Emotional intelligence of leaders: a profile of top executives



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Steven J. Stein and Peter Papadogiannis

Multi-Health Systems, Toronto, Canada

Jeremy A. Yip

University of Toronto, Toronto, Canada, and

Gill Starnes

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.



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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.



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This is a research paper which you can refer for your further research interest and the findings of this research.

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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.



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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.



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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."



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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.

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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?



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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

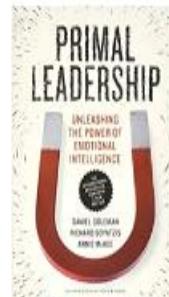


Image Source: <https://www.amazon.in/Primal-Leadership-New-Preface-Authors/dp/1422168034>

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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, empathic, 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.

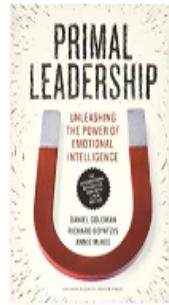


Image Source: <https://www.amazon.in/Primal-Leadership-New-Preface-Authors/dp/1422168034>

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- <http://www.eiconsortium.org>



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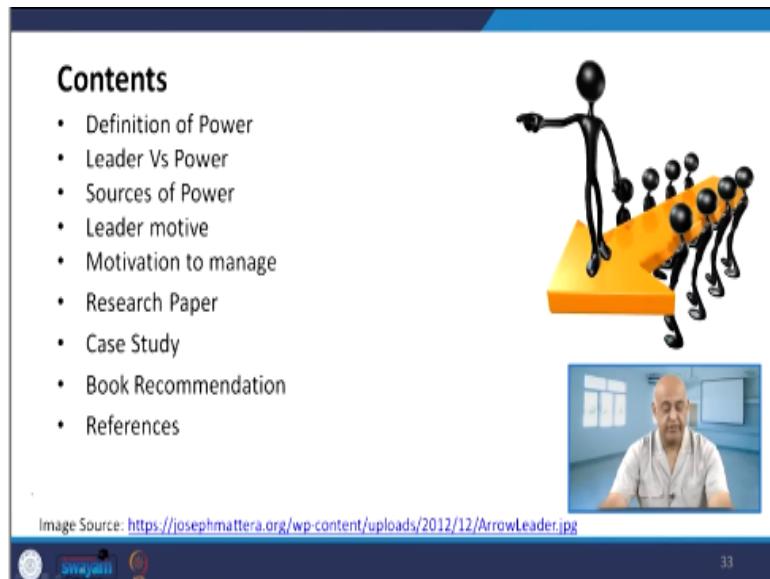
Happiness coaches are effective or not. And finally, this is the book that is a primal leadership, which you can refer and on basis of these recommendations, you can understand because this is the one of the author's Daniel Goleman. Richard Boyatzis and Annie McKee. This groundbreaking book remains a 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

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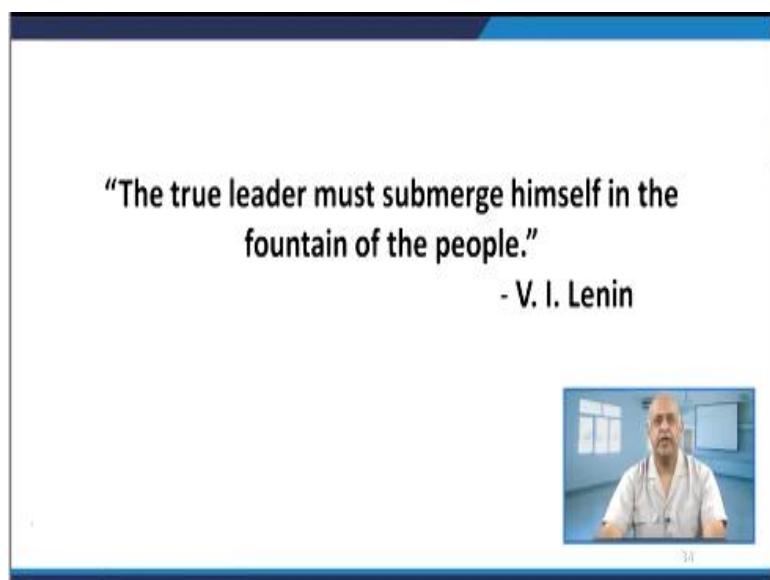
Contents

- 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.

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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.

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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.

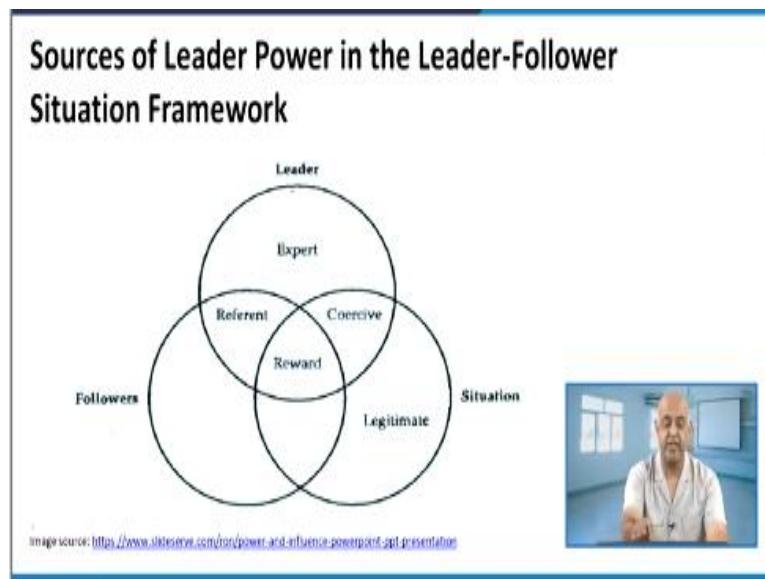
Creditability is not needed, it is needed, and nature is forceful and controlling, while here, leadership is inspiring. That is why whenever we talk about the controller over the others to do the things, then many times, we find that as soon as the control is absent, the person stops doing, but when 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.

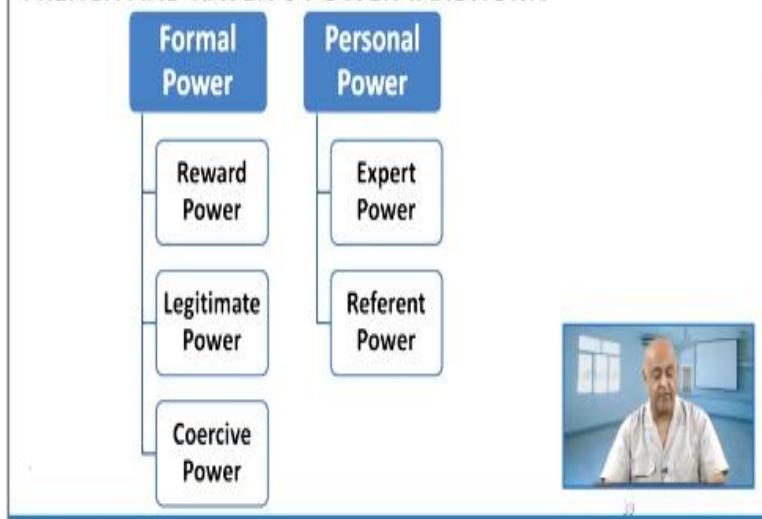
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In the leader-follower situation framework, the sources of leader power are that the leader has the expert. Therefore, the expert is there, the follower follows him, and the referent is there. They are different power because the referent is there. 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.

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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.myhealthexplained.com/diabetes-information/diabetes-articles/say-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.

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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://expertsprogrammanagement.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.

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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/leadership/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.

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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/luu-y-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.

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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/menus/leading/power_and_influence/?page=008

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.

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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.

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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-<https://pressbooks.vanncollege.ca/organizationalbehavior/chapter/chapter-13/>

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.

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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://pressbooks.seneca.ca/organizationbehavior/chapter/chapter-13/>

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.

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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.

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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.

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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.

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The cover page features the title 'RESEARCH PAPER Power and transformational leadership in public organizations' in large bold letters. Below the title, it says 'The International Journal of Leadership in Public Services'. It includes the volume information 'Vol. 10 No. 4, 2014 pp. 217-232'. The authors listed are Faye Barth-Farkas and Antonio Vera. The journal is published by Emerald Group Publishing Limited, with the DOI number 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. A small portrait photo of a man with a beard is located in the bottom right corner.

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.

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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.

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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.

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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.

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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.

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- **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.

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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

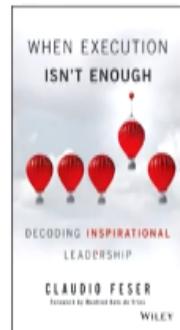


Image Source: <https://www.amazon.in/When-Execution-Isn-t-Enough-Inspiring/dp/1119302658>

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.

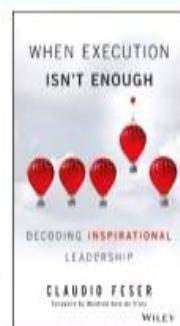
This book describes the behaviour to inspire that can be learnt to turn a good leader into a great leader. Nowadays, we all talk about the excellent workplace to the great workplace, good leader to a great leader.

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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.

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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.

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- <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.

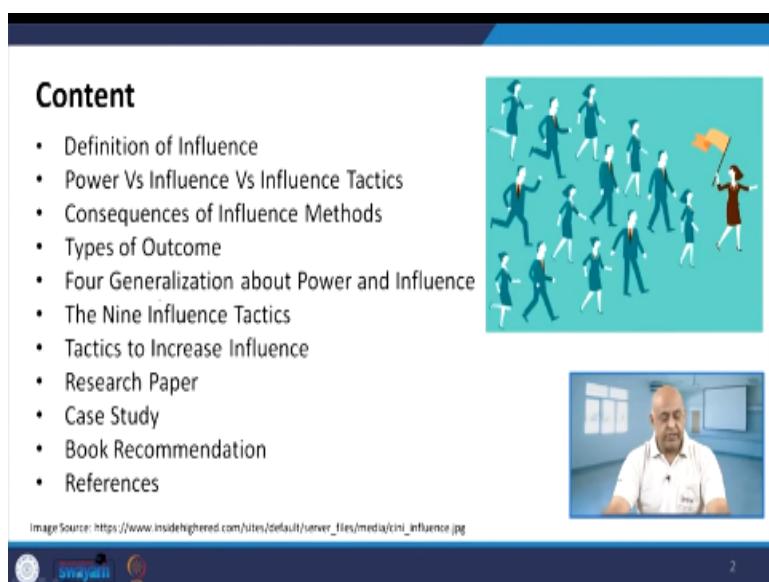
So, this is all about power and leadership. So, you understood how the personality and the types of power we can use to influence the behaviour of others. Thank you.

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.

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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.insidehighered.com/sites/default/files/media/cini_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.

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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.

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POWER Vs INFLUENCE Vs INFLUENCE TACTICS		
Power	Influence	Influence Tactics
Power has been defined as the capacity to produce effects on others or the potential to influence others.	Influence can be defined as the change in a target agent's attitudes, values, beliefs, or behaviors as the result of influence tactics.	Influence tactics 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.

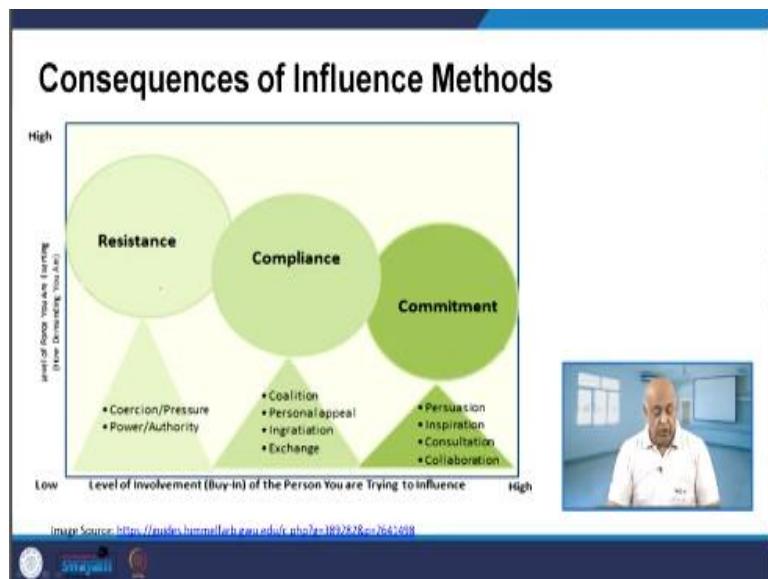
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POWER Vs INFLUENCE Vs INFLUENCE TACTICS		
Power	Influence	Influence Tactics
Power is the capacity to cause change	Influence is the degree of actual change in a target person's attitudes, values, beliefs, or behaviors.	Influence can be measured by the 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.

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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.

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TYPES OF OUTCOME			
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.

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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.

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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.

In the bottom right corner of the slide area, there 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.

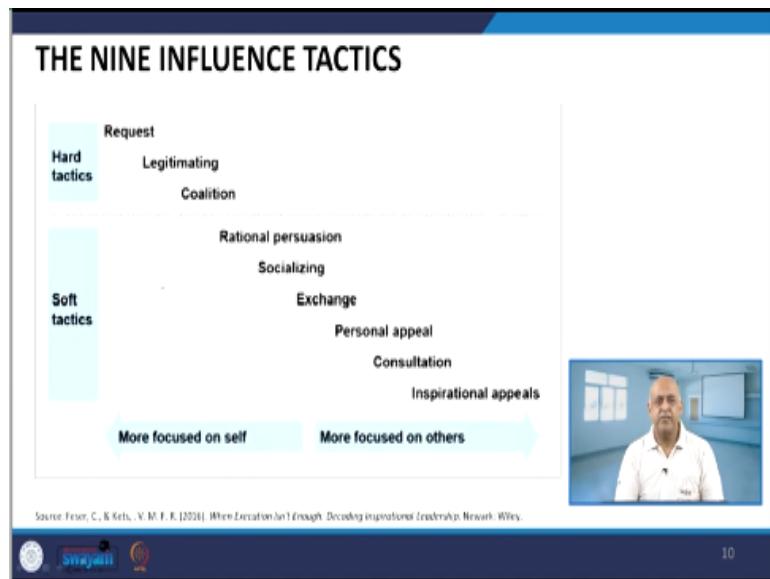
Leaders vary in the extent to which they share power with their subordinates, and influential leaders generally work to increase their various power bases or become more willing to use their coercive power is there, and therefore, in that case, it is a match; match between the power and influence. That 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.

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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.

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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.



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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.

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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?"



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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.

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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. . ."



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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.

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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. . ."



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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.

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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..."



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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.

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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. . ."



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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.

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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.

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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.



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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.

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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 is 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.

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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/purl?g=SP9282&c=214149>



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.

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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: <https://guides.library.gwu.edu/c.php?g=599283&o=2541496>



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.

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RESEARCH PAPER



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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.



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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.

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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



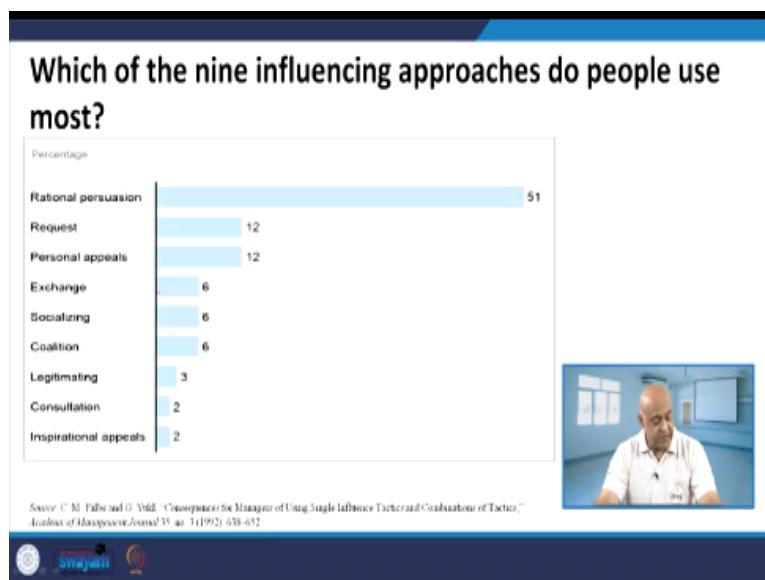
  

Notably, in this research, a limited incidence of 95 evening MBA students, so that is a 95 evening MBA students, means they are the working executives are there at a large state university, and these students worked in regular jobs during the day at a variety of the large and small private companies 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

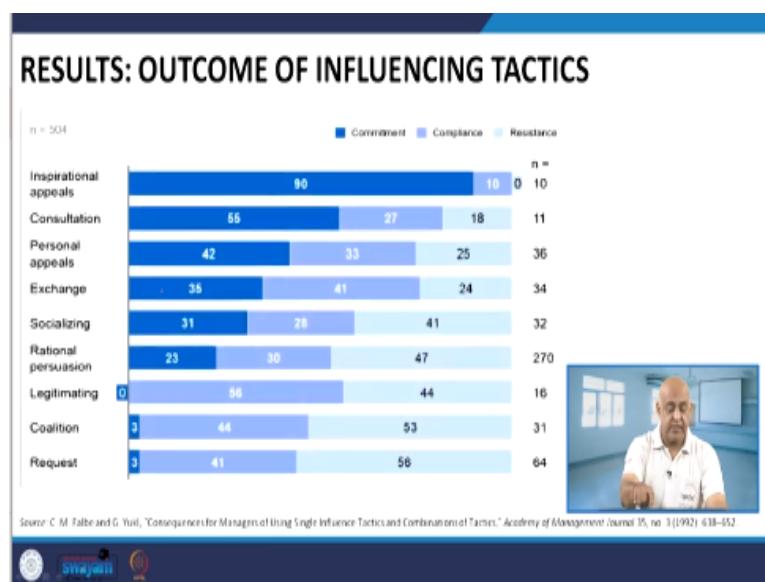
attempts in contrast to analysis based on a questionnaire, analysis of individual influence and attempts are made.

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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, legitimizing 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.

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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.

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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.



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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.



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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.



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As usual, this is a case study, which you can refer to and give you which technique is the most useful.

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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?



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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?

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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

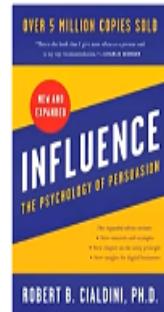


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BOOK RECOMMENDATION:

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 | |

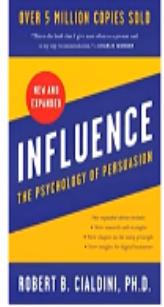


Image Source: https://images-na.ssl-images-amazon.com/images/I/0518PCy00L._SX327_BO1,204,203,200_.jpg

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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.

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- Source: <https://www.iedunote.com/power>
- Source: <https://guides.himmelfarb.gwu.edu/c.php?g=389282&p=2641498>
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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.

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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.

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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.

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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.

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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.toradopen.com/regarding_education_and_moral_leadership.htm



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.

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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.reform.org/agenda/2019/03/5-ways-moral-leader>

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.

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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/>

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.

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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/2019/07/5-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.

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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.

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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-in/>

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.

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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.



http://www.businessinsider.com/six-ways-become-inclusive-leader/?doing_wu_on=161756990389950078964233984375

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 strength, 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 servant 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, brotherhood, then definitely, in that case, they will be more successful, and they will be leading the organization together.

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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.

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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>

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.

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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

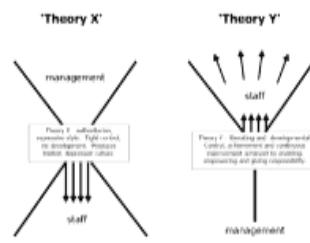


Image Source: <http://research-methodology.net/theory-x-and-theory-y/>

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.

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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



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

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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



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.

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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://karbarisa.com/lean-management/shared-leadership.p>

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.

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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.

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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.

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RESEARCH PAPER



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

Mohammed Abuzamad¹

Department of Economics, University of Anduze, France, Italy

Ruhul Abed Dahkoz²

Management, Al-Sharqia University, Irbid, Jordan and

Caterina Fazio³

Department of Economics, University of Anduze, France, Italy

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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.



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?

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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.

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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.



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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.

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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.



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- 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.

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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

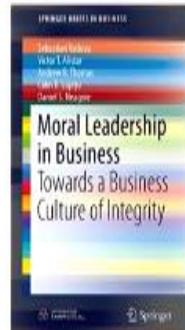


Image Source: https://m.media.amazon.com/images/P/901LWV9RGR.01._SL222222.SX500_.jpg

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.

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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.

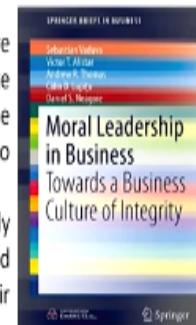


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So, therefore, whatever your profit balance sheet is there, that is not the only concern. Please refer to these particular studies for your further detailed interest.

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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.

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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.

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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.

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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.

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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.

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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.

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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.

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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.

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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.

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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.

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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.

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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.

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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.

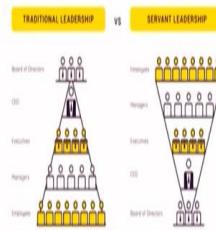
So all strategies of the reason statement of the organization these will be having the aligned in mutually supportive. But if they are put differently, then definitely, in that case, it will be very difficult to nurture and reinforce the behavior ethical behavior. So, unless and until there is an alignment and collaboration it will not work.

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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?

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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.

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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 (()) (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.

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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.

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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.

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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.

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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.

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Traditional Leaders Vs Servant Leaders

- | Traditional Leader | Servant Leader |
|--|---|
| <ul style="list-style-type: none">• Sees leadership as a rank to obtain• Uses power & control to drive performance.• Measures success through output• Speaks• Believes its about them. | <ul style="list-style-type: none">• 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 |

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.

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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.

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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.

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RESEARCH PAPER



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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.

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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.

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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.

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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.

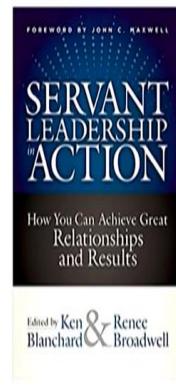
And do you think if we admitted it to ourselves times when we behaved unethically we would be less likely to behave unethically in the future also.

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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?

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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.

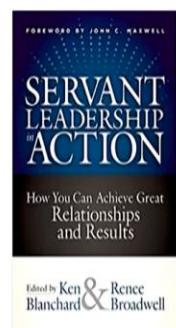


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And these Ken Blanchard, and Renee Broadwell book is there.

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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)

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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.

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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.

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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.

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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.

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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.

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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.

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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.

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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.

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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.

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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.

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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.

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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.

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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.

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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.

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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.

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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.

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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.

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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 or 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.

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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.

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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.

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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.

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RESEARCH PAPER



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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

Thirasanee Ranayah

Universiti Sains Malaysia, Penang, Malaysia

Luis Alder and Conrado Paolo Vinci

University of Salerno, Fisciano, Italy

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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.



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?

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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.

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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.

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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.

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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.

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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?



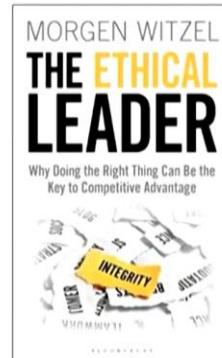
That you will see, that leader is having the, at a point where we have to find a way to maintain this open culture while we may be getting the bigger says Shelley Martin, director of the operation it is a balancing act. Without knowing Gray Erickson's age where would you guess he falls in the four generations 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?

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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



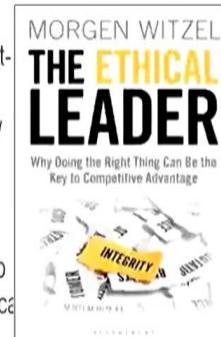
I will also like to suggest it is you also decide what will be the helpful for you.

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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.



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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.

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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



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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".



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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.

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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



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.

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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/>



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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.

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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.



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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.

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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.



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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.

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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/likerts-management-system.htm>



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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.

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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>



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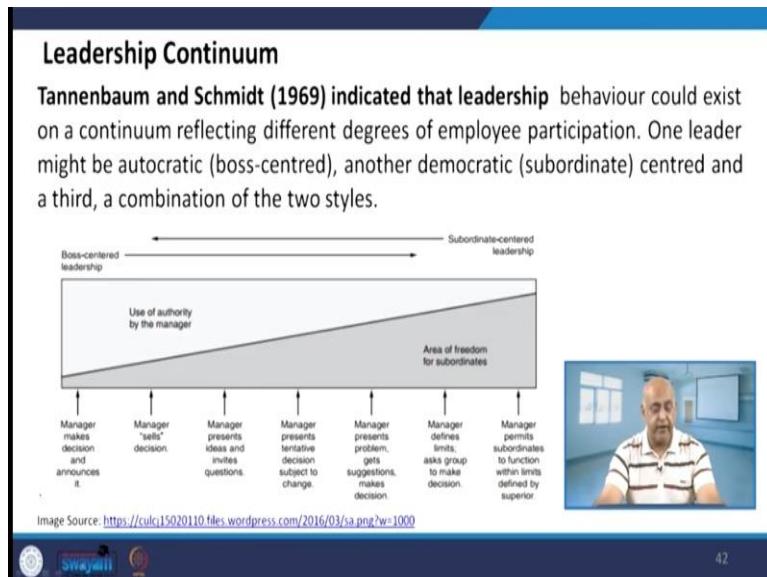
In early leadership studies, the consultative is concerned is spread widely through the organizational hierarchy. And the superior has substantial, but not complete confidence in the subordinates. So, some amount of discussion about job related things takes place between the superiors and subordinates 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.

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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.

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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.

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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



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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.

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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.



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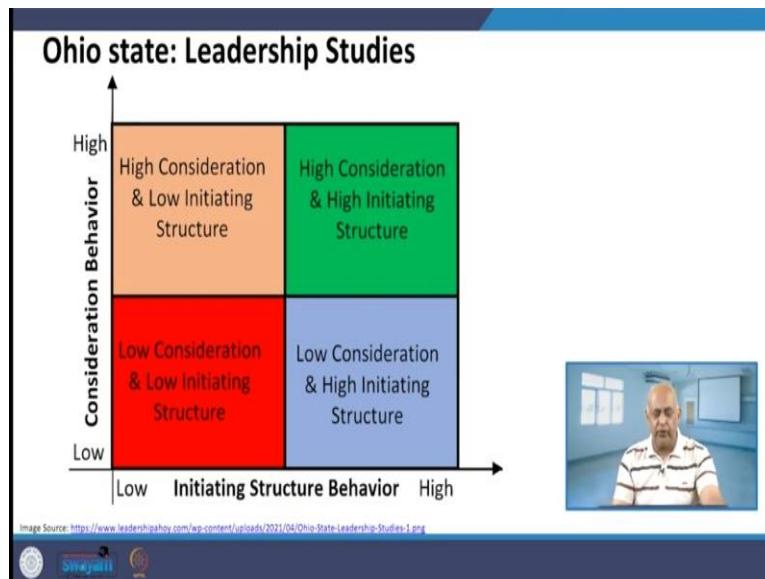
Then they have come out with the there are 2 styles one was the consideration another one is the initiating structure. So how much leader; emphasizes meeting work goals and accomplishing the task. Leaders high in initiating structure engage in task-related behaviors like assigning deadlines and monitoring 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.

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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.

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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.



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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.

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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.

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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.



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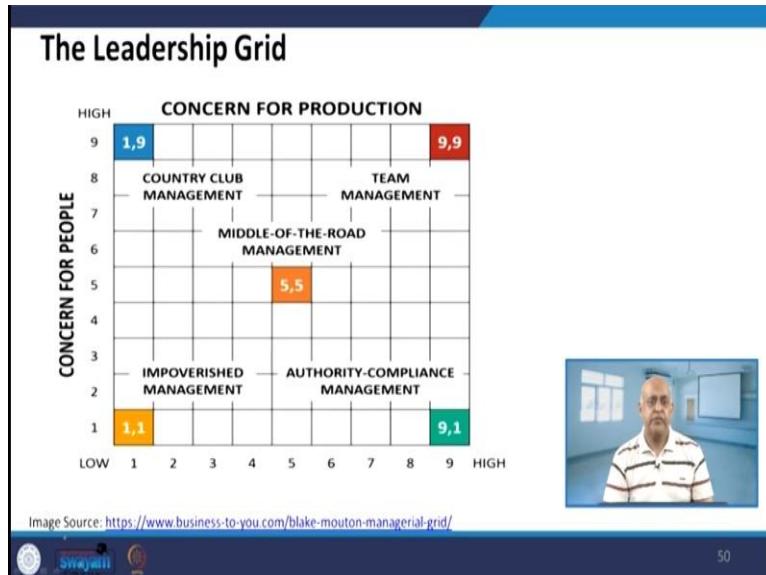
So here, the manager grid also it talks about that it is not only their leadership style, but it is a question of the; whatever situation is there. Researches rated leaders on a scale of 1 to 9 according to the following 2 criteria's concern for people and concern for production concern for people the 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?

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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.

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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.



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.

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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.



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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.

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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.



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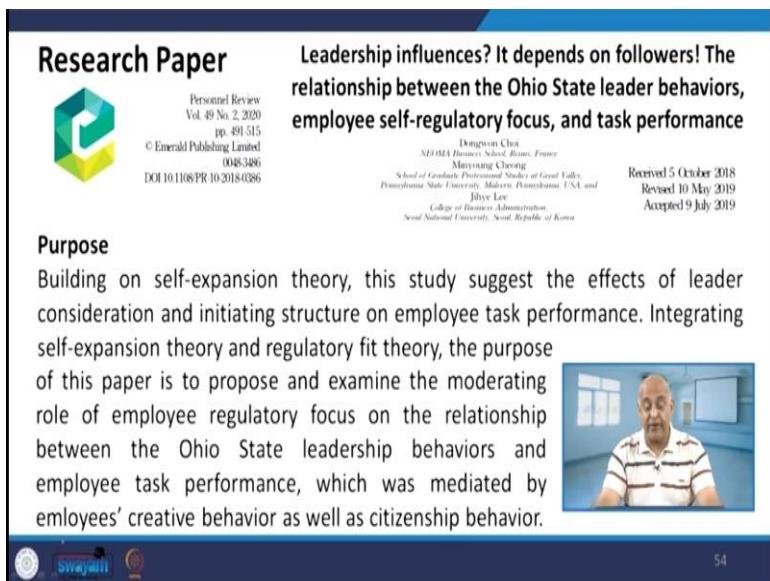
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So, the net is about the 1-1, 1-9, 9-1 and 5-5 but as I mentioned it is the best style is the 9-9 is there. In general, given the situation in the leader has maximum concern for about production and people, this is a team leadership style in which 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.

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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

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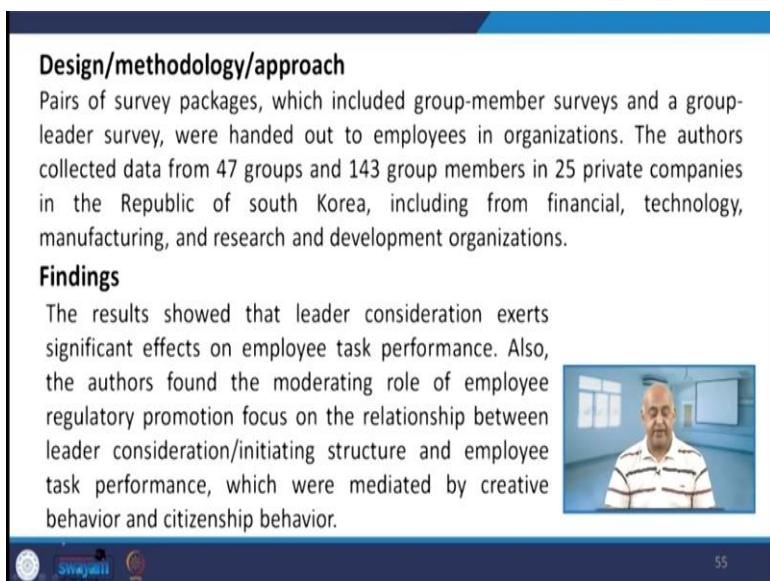
Purpose
Building on self-expansion theory, this study suggest the effects of leader consideration and initiating structure on employee task performance. Integrating self-expansion theory and regulatory fit theory, the purpose of this paper is to propose and examine the moderating role of employee regulatory 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.



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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.

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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.



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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.

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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.



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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.

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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/>

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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.

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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.

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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.

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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?



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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.

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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

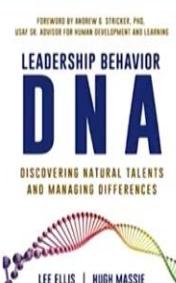


Image Source: <https://m.media-amazon.com/images/I/412s+UfmKAL.jpg>

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And these are the book recommendations leadership behavior discovering natural talents and the managing differences are there.

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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>

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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)

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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.

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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.

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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.



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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.

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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/hubfs/EL_Hogan_Comp_Model.pdf

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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.

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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.

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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.

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BUILDING LEADERS AT EVERY LEVEL: A LEADERSHIP PIPELINE Model

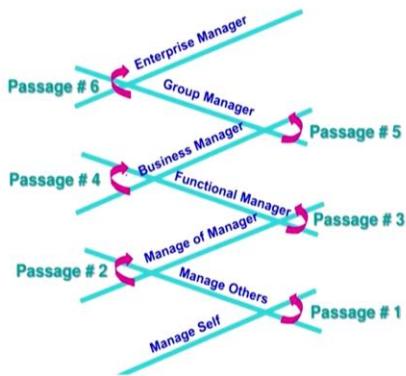


Image Source: <https://www.slideserve.com/cathleen-brown/the-leadership-pipeline-at-bnl>

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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?

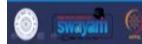
When you are managing the others manager managers is there that is how we can manage the managers because it will require fundamentally more absorptions. And the functional managers are there and these functional managers will be converted into the business manager. Then it will be with the group managers 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.

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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.



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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.

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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.

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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



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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.

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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.



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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.

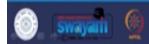
So therefore, in that case, these people who have only been in one function their entire careers the position of business manager represents unexplored territory. Because whenever you are talking about the functional manager to a business manager so the example is the production manager is there. Production 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.

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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.



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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.

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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.



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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 the 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.

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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.

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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.



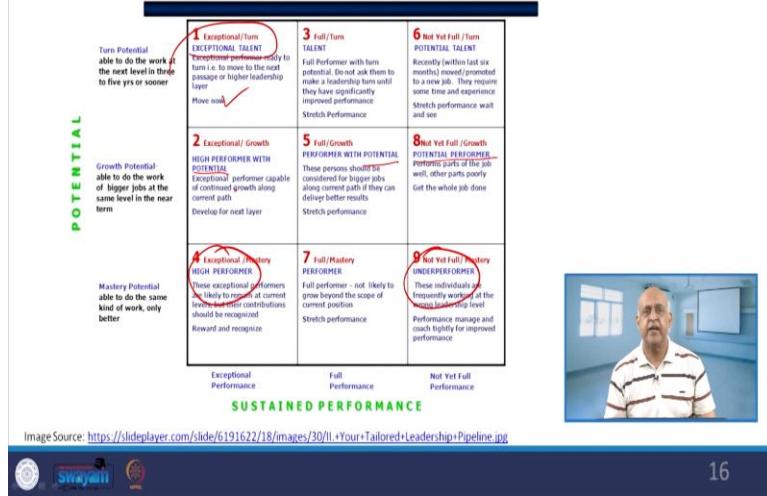
A defined pipeline provided the organization with a diagnostic and that helps them to identify mismatches between individual's capabilities and their leadership level is there. So, it is becoming very important that is whatever the individuals' capabilities are there then their leadership level that 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.

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Leadership Pipeline: Potential/Performance Matrix



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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.

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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!



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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.

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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).



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.

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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/>

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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.

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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.



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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.

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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>



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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.

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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>



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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.

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RESEARCH PAPER



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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.

Leadership competencies across organizational levels: a test of the pipeline model

Guangrong Dai, King Yiu Tang and Kenneth P. De Meuse
Korn/Ferry Leadership & Talent Consulting, Minneapolis, Minnesota, USA

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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.



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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.

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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.



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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.

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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.



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This is the case study about the Indra Nooyi that is the CEO of the Pepsi.

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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.)



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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.



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Pepsi companies have become that leader on the leading organization under the dynamic leadership of Indra Nooyi.

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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.Pepsico.com/PEP> <http://www.businessweek.com/investor/content/aug2006ip/20060814> <http://www.hoovers.com/pepsi>

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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.

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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

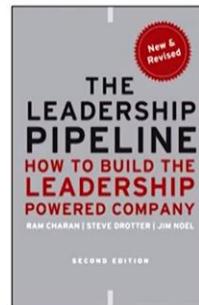


Image Source: https://images-na.ssl-images-amazon.com/images/I/41Jxs0APCDL._SX339_BO1,204,203,200_.jpg

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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.

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**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.

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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.

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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.

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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.

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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.

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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.

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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.

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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.

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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.

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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.



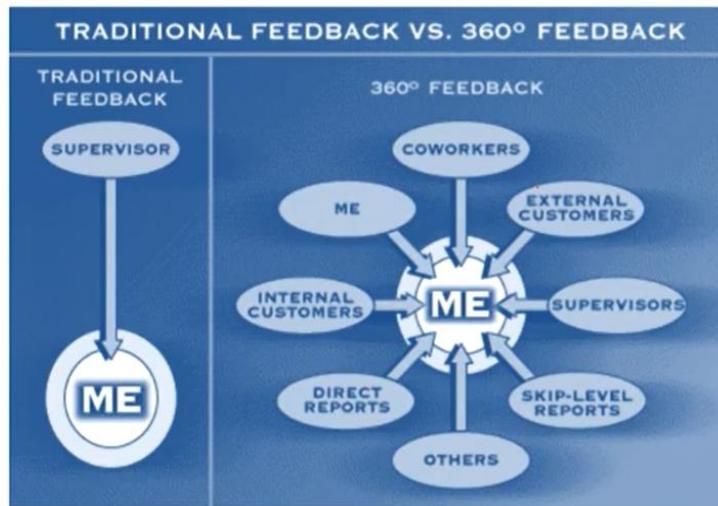
And, assessing the leadership behaviour: 360-degree feedback. They provide the stuff with assessment of their work-based behaviours coming from the perspectives of the people who work with them. Now earlier there were, this leadership behaviour feedback was done only on the basis of that is a superior 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.

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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.

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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.

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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.



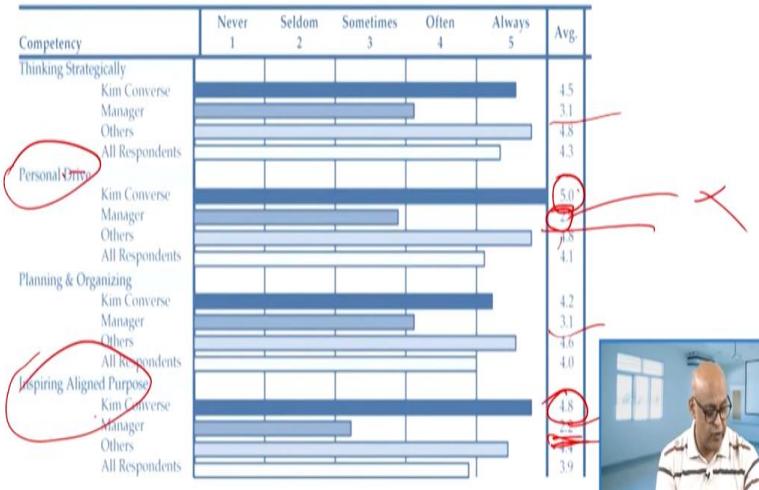
The key to have observer rating is to develop a broad set of leadership skills and that helps group accomplish goals is there. And therefore, in that case of always those leadership skills, with have the broad set of dimensions on basis of, which you are taking the responses. And therefore, you will 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.

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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.

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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?

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Getting 360 Degree Reviews Right: HBR Study

How do top organizations 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 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 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.

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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.

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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.

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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.

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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?

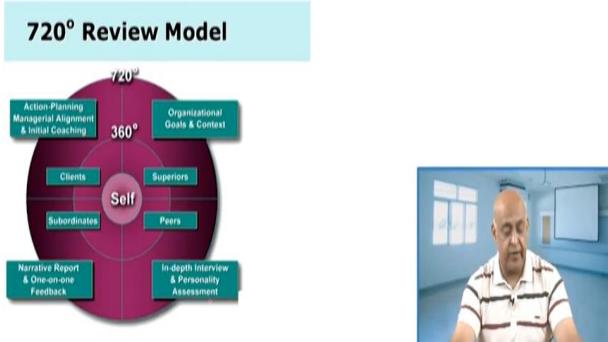
Direct report and subordinate appraisal, getting feedback from the people that your employee manages or oversees in useful in analyzing the organizational, communication, motivational, leadership, and dedication skills are there. So, therefore, in that case, the subordinates, they can talk about whether 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.

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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 it are 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.

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Research Paper



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A “360” degree view for individual leadership development

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Glenys 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.

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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.



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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.

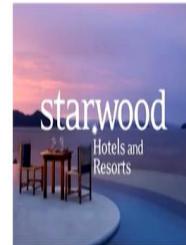


And these, this is the methodology and findings of these then these are the Practical implications.

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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.

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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?

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BOOK RECOMMENDATION

The Power of 360 Degree Feedback

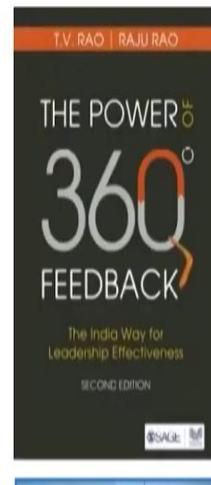
Authors: T V RAO, RAJU RAO

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.

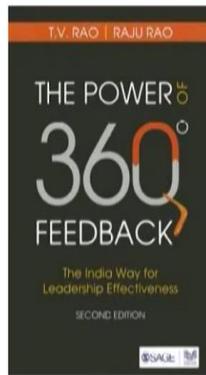
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BOOK RECOMMENDATION

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.

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 - <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.

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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.

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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



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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.

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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.

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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



Genghis Khan
Source
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.

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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/>

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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.

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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.



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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.

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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.



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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 then 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.

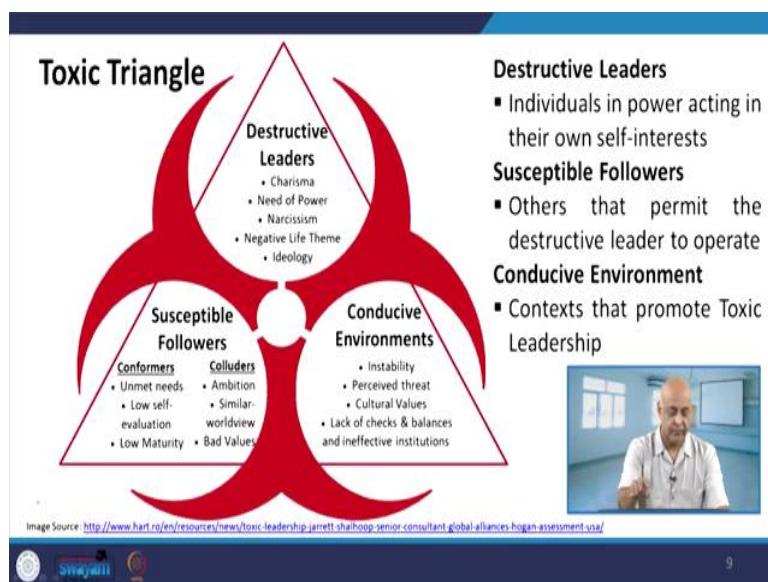
These actions and the subsequent results often lead to poor customer service, duplicate efforts, high levels of team conflict, and ultimately, suboptimal financial performance. Are there and these outcomes are expected? What will happen when the leader is in such an institute position? So who will take 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.

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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.

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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

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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.

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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.

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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



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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.

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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



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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.

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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



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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.

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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



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So, destructive leadership is associated with various adverse outcomes; follower resistance will be their view of the leaders. A negative view of the job decreases 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.

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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)



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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.

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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**

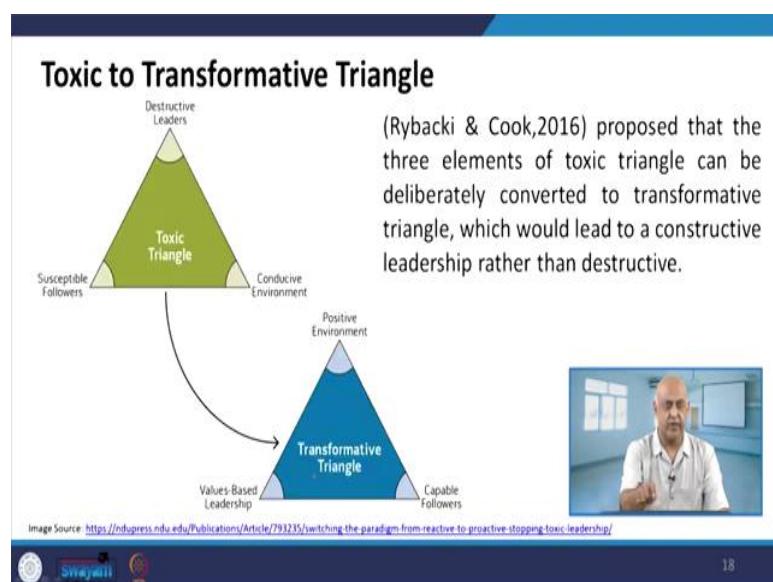
Addressing the behavior of the destructive leader is just a start. Consider the aspects of your organizational environment or culture that may enable or allow destructive leadership to take place, as suggested in the models referenced above.



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.

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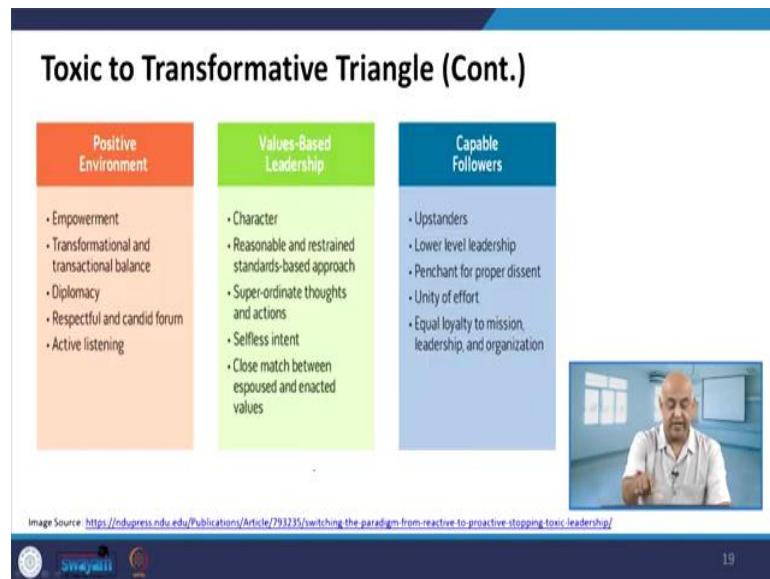
Now, the toxic to the transformative triangle is there. So, whenever you talk about the susceptible followers, destructive leaders and a conducive environment, that is a toxic triangle to the transformative triangle. How we can take out this particular problem and our organization becomes a constructive 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.

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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.

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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.



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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.

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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



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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.

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Research Paper
Findings (Cont.)

By extending the two dimensions to include destructive behaviours, authors propose a model that captures both constructive and destructive leadership.

A model of destructive and constructive leadership behaviour.

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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.

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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.



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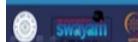
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Case Study From Riches to Rags: The Story of Vijay Mallya

- 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)



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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)



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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)



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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 bear'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)



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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"



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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

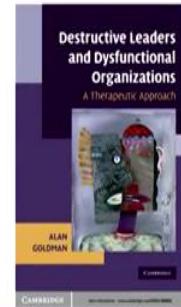


Image Source: https://www.amazon.in/Destructive-Leaders-Dysfunctional-Organizations-Therapeutic/dp/0521717345/ref=tmm_pap_swatch_0?encoding=UTF8&qid=8sr

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So, dysfunctional organizations and the therapeutic approach, destructive leaders and dysfunctional organizations.

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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.

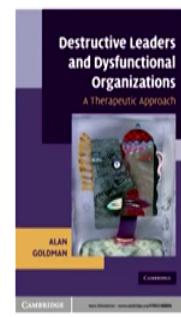


Image Source: https://www.amazon.in/Destructive-Leaders-Dysfunctional-Organizations-Therapeutic/dp/0521717345/ref=tmm_pap_swatch_0?encoding=UTF8&qid=8sr

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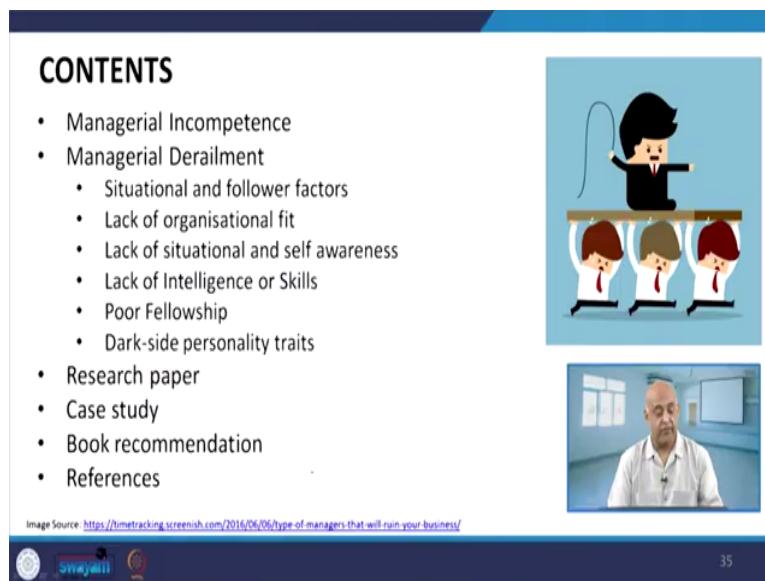
And then this is a book which talks about this particular concept and the practices by the many leaders, and for your further studies, these are the references. Thank you.

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.

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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/2016/06/06/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.

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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,



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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.

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Type of Managers based on Competency

- 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 positions of authority fall into one of the other three categories.
- Taskmasters are often good at achieving results, such as financial targets or win-loss records, but tend to treat followers so poorly that these results are generally short-lived.

Image Source: [Hughes, Ginnett, & Curphy, 2015]

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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.

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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

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.

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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.





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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.

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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.



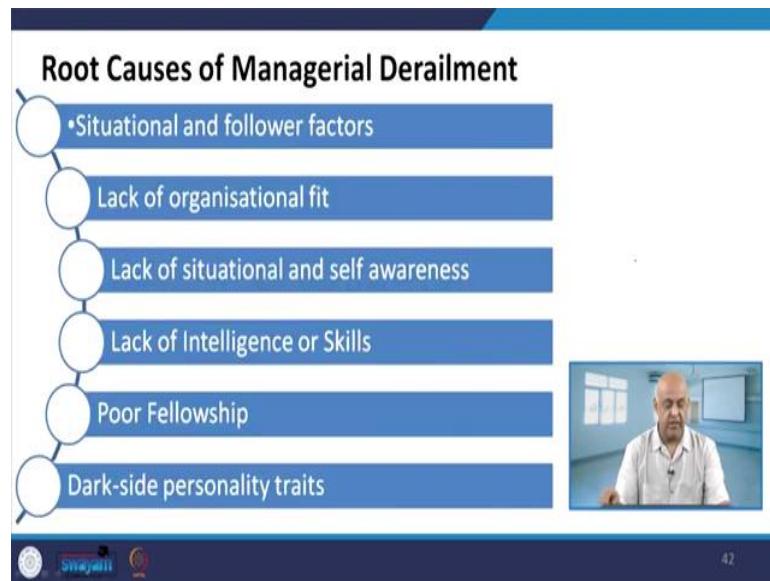
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So, after three years, this researcher again discovered that roughly a quarter of the high potential had been promoted to one of the top two levels in the organization, and an equal percentage had not yet been promoted. However, it would be as soon 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.

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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.

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Situational and Follower Factors

Situational and follower factors significantly affect a person's ability to build teams and get results. Some of the situational factors that can interfere with a person's ability to be seen as a competent manager are:

- New competitive threats, globalization, technology, changing customer preferences, unreliable suppliers, new governments or government regulations, unfavorable media coverage, natural disasters, and wars.

OLD WAY NEW WAY

Image Source: <https://www.linkedin.com/pulse/embracing-change-three-reasons-why-important-any-industry-chomley/>

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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.

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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**.



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.

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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.



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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.

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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.



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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.

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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.



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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.

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Lack of Organizational Fit

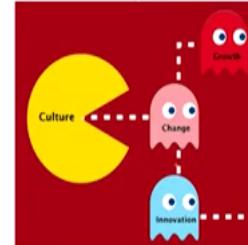
Determining an organization's culture may not be straightforward, however, because the underlying beliefs, norms, stories, and values are often unwritten.

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.torbennick.eu/blog/culture/organisational-culture-eats-strategy-for-breakfast-lunch-and-dinner/>



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.

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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.

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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=1com8q4xylzmfydz70-1-19



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.

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Lack of Intelligence or Skills

Team-building know-how can be defined as the degree to which a leader knows the steps and processes needed to build high performing teams. Many 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.

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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.

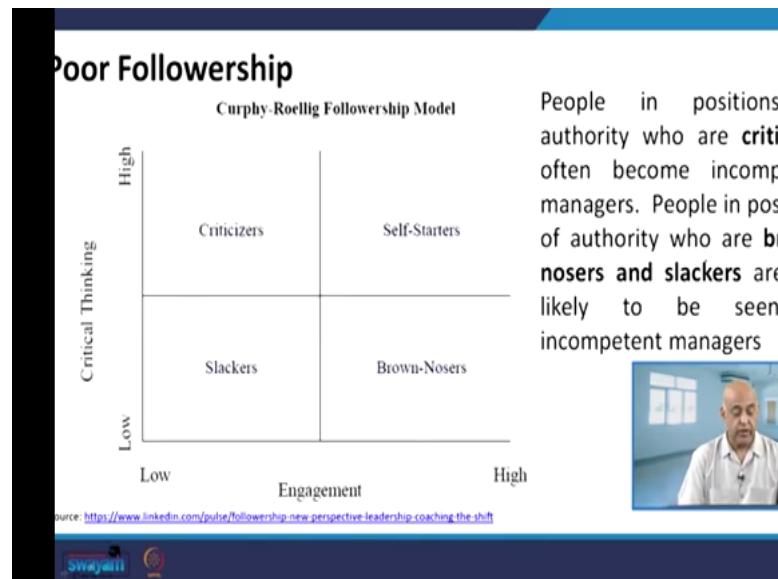
Criticizers believe their purpose in life is to point out all the things their bosses and organizations are doing wrong.



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.

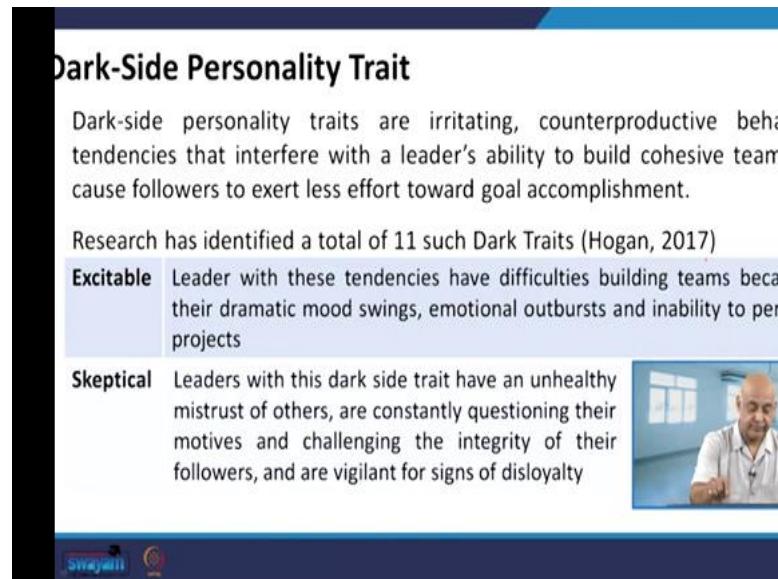
The slackers do all they can do to get out of work. Moreover, critics believe they are supervising in life is no point in pointing out all the things their bosses and organizations are doing wrong.

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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.

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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.

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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.

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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.

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Research Paper



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A study of managerial derailment characteristics and personal preferences

William A. Gentry
Center for Creative Leadership, Greensboro, North Carolina, USA
Scott P. Mondore
Marsk, 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.



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.

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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.



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.

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The slide features a dark blue header with the text 'Research Paper' and 'Originality/value'. Below this, a white text box contains the following paragraph:

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.

At the bottom of the slide, there is a small video thumbnail showing a man speaking, followed by the 'Swayam' logo.

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.

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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 and marketing strategy.

After considerable marketing research, Bruce determined that the company needed to expand its product 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)



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Case Study (Cont.)

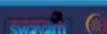
however, this program would require funds that would not be available as company's profits continued to decline. Bruce did not like the idea of employee layoffs as a means of securing the necessary funds, and he decided instead to come up with some employee benefits that seemed excessive and unnecessary 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)



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Case Study (Cont.)

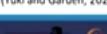
When the changes were announced, many employees were very upset that benefits were being cut. Most employees believed the fresh foods program was unnecessary.

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)



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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

- Q1) Why did Bruce fail to successfully implement the changes?
- Q2) If Bruce was an incompetent manager, what do you think were the underlying root causes of his incompetence?
- Q3) Which Dark Personality Traits Does Bruce had?



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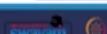
Book Recommendation

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.

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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)

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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.

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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.

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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.

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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.

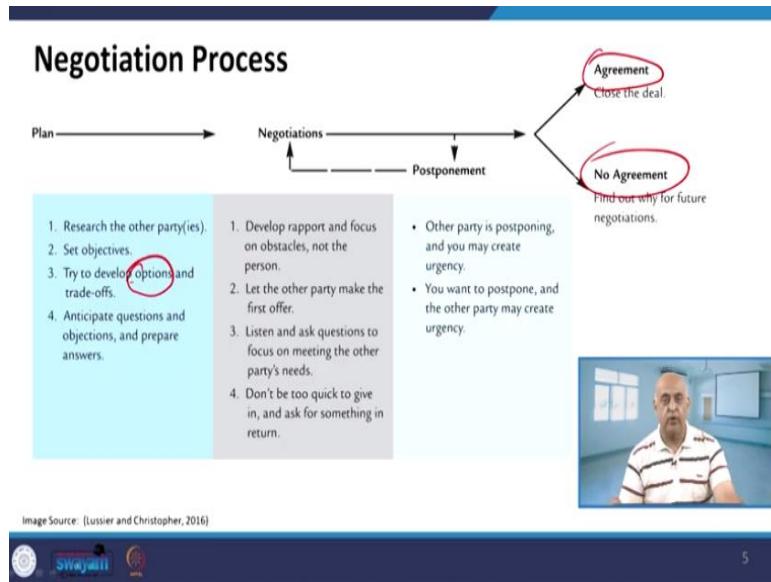
It should be efficient, so, that is the, you can count on it. Moreover, it should improve or not damage the relationship between the parties. This is another critical point is there. I remember when I was the HR Executive, first in the Hukumchand Mill, then Shriram Group and then JK Files. So, then, 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.

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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.

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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.

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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.

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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.

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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.

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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.

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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.

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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.

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Negotiation Styles

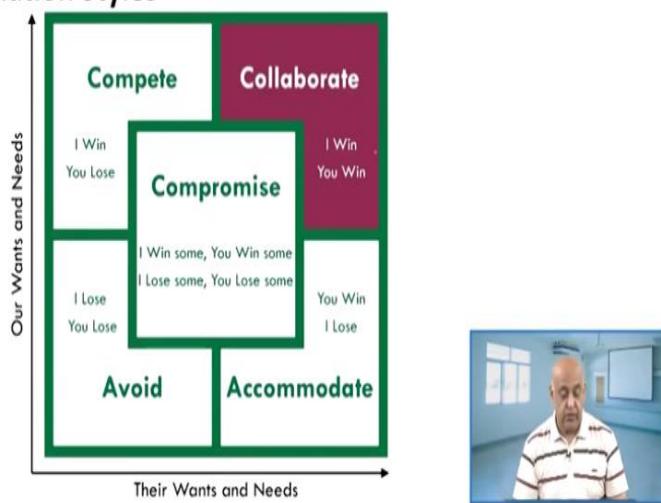


Image Source: <http://www.hart-ro/en/resources/news/toxic-leadership-jarrett-shalhoop-senior-consultant-global-alliances-hogan-assessment-usa/>

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.

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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.

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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.

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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.

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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.

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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.

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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, 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.

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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.

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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.

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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/>

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.

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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.



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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.

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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.

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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)

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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.

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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)

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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.

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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)

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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.

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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/76488/labour-union-png-transparent-picture-clipart>



Case Source: (Robbins, Judge & Vohra, 2016)

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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.

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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

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This is negotiating in the leadership zone. So, this is the book which is recommended.

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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

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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.

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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/>

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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)

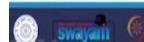
Crises are omnipresent in today's environment.

(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



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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.

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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.

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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.



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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.

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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.

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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.

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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/>

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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.

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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/>

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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.

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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?

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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/>

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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 or 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.

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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/>

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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.

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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.

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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.

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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>

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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 ((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.

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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.

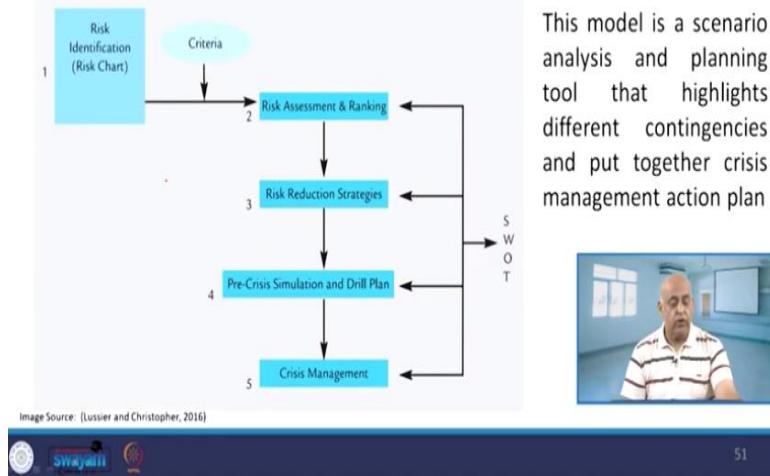
Moreover, that learning experience is what you have learned by handling this particular situation and overcoming that particular situation. So, that will make you the more powerful. So, most forward looking organizations do a postmortem. Moreover, that is in the aftermath of the crisis. Top management 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.

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The Five-Step Crisis Risk Assessment Model



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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.

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Research Paper



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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.

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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.

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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.



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So, Proposition 1, Proposition 2, Proposition 3, Proposition 4, and Proposition 5 are there.

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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



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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.

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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.

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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)



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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



Source: (Lussier and Christopher, 2016) Image Source: <https://en.wikipedia.org/wiki/Kodak>

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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)



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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)



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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.

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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.

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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>

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This book is recommended, 7 Lessons and Leading in Crisis.

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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>

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So, leadership in crisis, this will be book 7.

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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>

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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)

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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.

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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/>



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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.

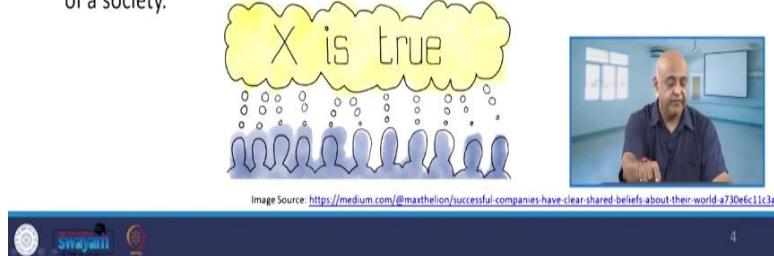
So therefore, in that case, a situation in a relative position or the circumstances at a specific moment will decide how the situation is. All the circumstances and things that are happening in a particular time and in a particular place and time and a particular place, then definitely, in that case, 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.

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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.

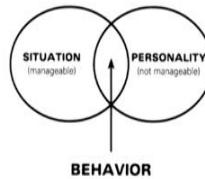


Image Source: <http://companyculture.com/132-to-understand-behavior-look-at-the-situation-the-culture/>



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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)



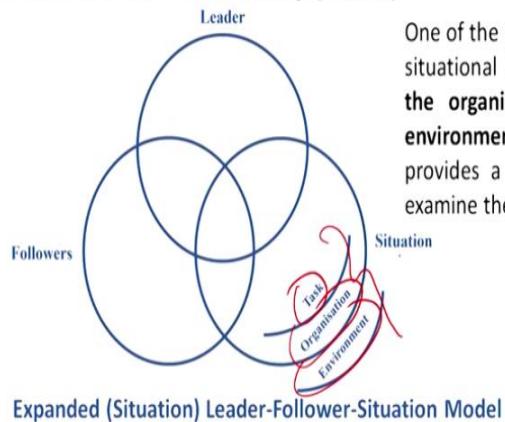
Here, we will talk about the theories supporting situational factors. In role theory, a leader's behaviour depends on a leader's perception of several critical aspects of the situation. Rules and regulations governing the job, role expectations of subordinates, peers and superiors, the nature of the 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.

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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]

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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.

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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)



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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.

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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/>

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.

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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.

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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 (()) (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.

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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>

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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.

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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



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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.

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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.

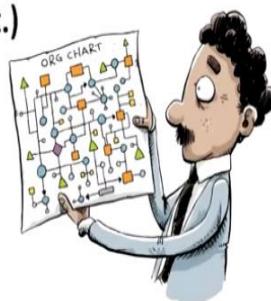


Image Source: <https://www.dreamstime.com/stock-illustration-tangled-org-chart-cartoon-office-worker-holds-confusing-image77168326>



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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.

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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



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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.

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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>

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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.

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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.

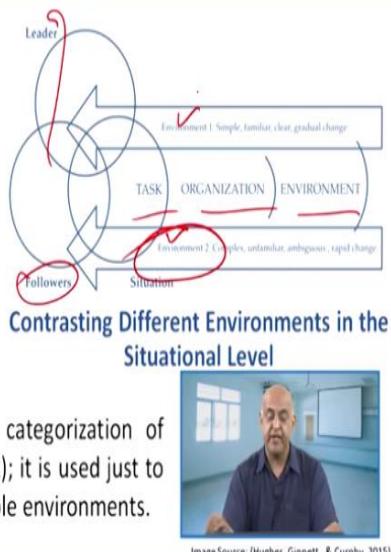


Image Source: (Hughes, Ginnett, & Curphy, 2015)

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?

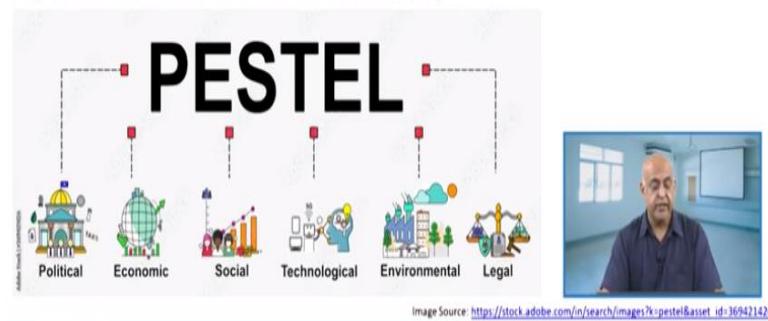
Because there are followers in this particular task, the two vectors are added. These are multi-dimensional kinds of environments affecting leadership is there. Moreover, there is a categorization of either simple or complex environments not only implied. It is used to represent a range of possible environments in the figure. So, complex maybe, unfamiliar maybe, ambiguous maybe and rapid change maybe.

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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.

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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.

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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.

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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>

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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.

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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.

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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.



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These are the practical implications. Now, relevant to the professional research and leadership practice is there.

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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?

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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.

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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

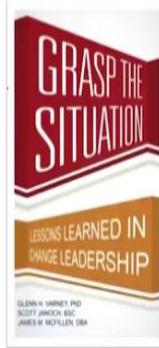


Image Source: <https://www.amazon.in/Grasp-Situation-Lessons-Learned-Leadership/dp/1491767219>

The book recommendation is about the lessons learned in change leadership. So therefore, it will be you will be able to understand.

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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.

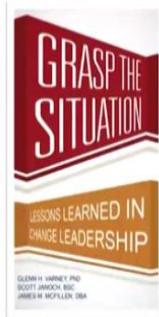


Image Source: <https://www.amazon.in/Grasp-Situation-Lessons-Learned-Leadership/dp/1491767219>

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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.

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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)

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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.

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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



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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.

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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



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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.

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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 | |



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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.

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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?



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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.

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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.



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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.

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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.



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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.

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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.



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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.

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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.



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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.

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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.

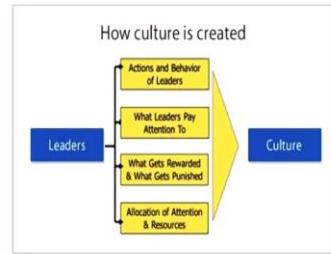


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So how they can create a more ethical culture? Visibly reward ethical acts and punish the unethical ones, appraise the managers on how their decisions measure up against the organization's code of ethics. So, review the means as well as the ends. Visible 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.

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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."



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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.

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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>

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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.

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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>

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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.

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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.



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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.

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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.



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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.

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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.



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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.

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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.

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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.



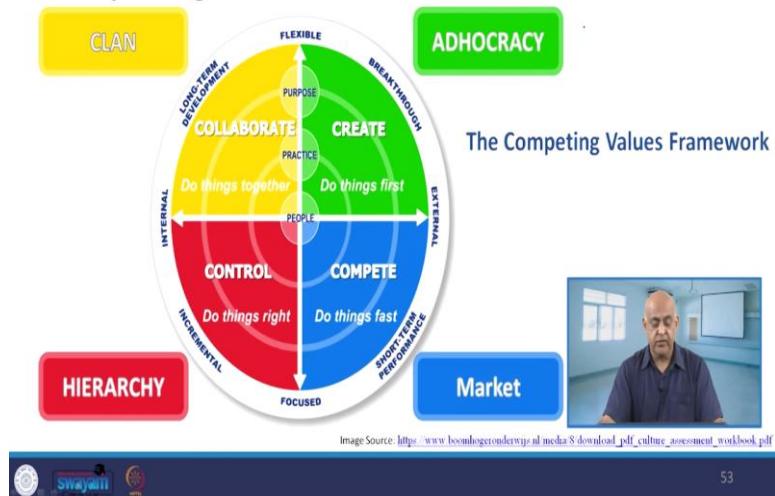
Now we will take the theory of organizational culture that is competing values framework. It is name from the fact that the values depicted on opposite ends of each axis are inherently in tension with each other is there. So, they represent the competing assumptions about the desired state of affairs 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.

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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.

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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



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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.

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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.



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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.

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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.



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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.

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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.



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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.

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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.



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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.

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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.



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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.

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RESEARCH PAPER



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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, Ecole des Ponts ParisTech, Paris, France

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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.

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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.

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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.

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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/noteS/20180324/55e0950050314d57ba5e273ba1.jpg>

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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.

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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?



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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

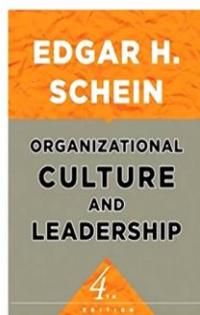


Image Source: https://images-na.ssl-images-amazon.com/images/I/51oHilmH4L._SX374_BO1,204,203,200_.jpg



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)

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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.

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There are four ingredients in true leadership: brains, soul, heart and good nerves.

Klaus Schwab (Founder, World Economic Forum)



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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.

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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.



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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.

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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.



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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.

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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).



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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.

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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.

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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.

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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.

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Global Leadership Essentials

1. Solid Management and Leadership Skills

Management	Leadership
Management is Operation	Leadership is Development
<ul style="list-style-type: none">• Act on defined goals• Execution and control• Resource planning• Problem-solving• Procedures	<ul style="list-style-type: none">• Shape Future• Transformation• Ambiguity• Opportunities• Ideas and risks

Communication and Motivation



Source: <https://www.slideshare.net/lipro/what-is-global-leadership>

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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.

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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’



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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.

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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.



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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.

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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>

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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.

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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 Darla K. Deardorff Based on first study to document definition consensus among leading intercultural experts.)

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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.

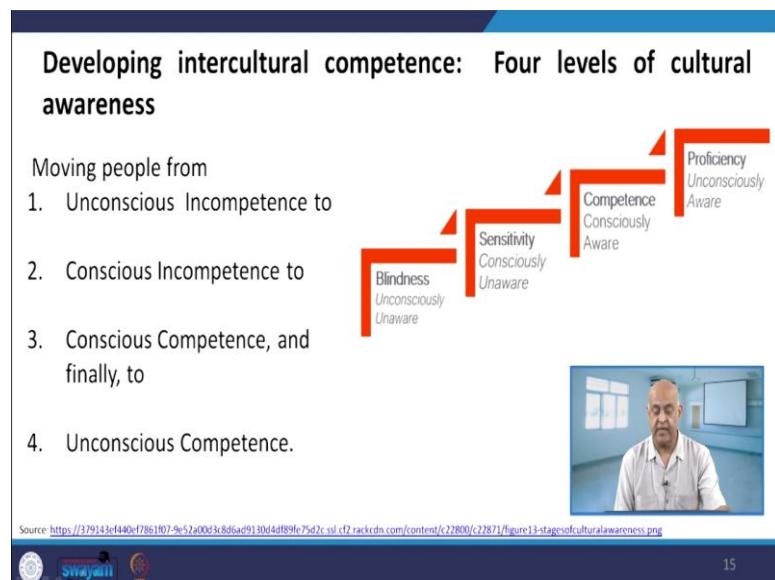
So, they will be all be related with the whatever these they are going to make the effects then it will be there, how they are making the intercultural competence and where the affect the feelings and their emotions, their moods and their behaviour, attitude in their behaviour that will be the those 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.

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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.

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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://idinventory.com/generalinformation/the-intercultural-development-continuum-idc/>)

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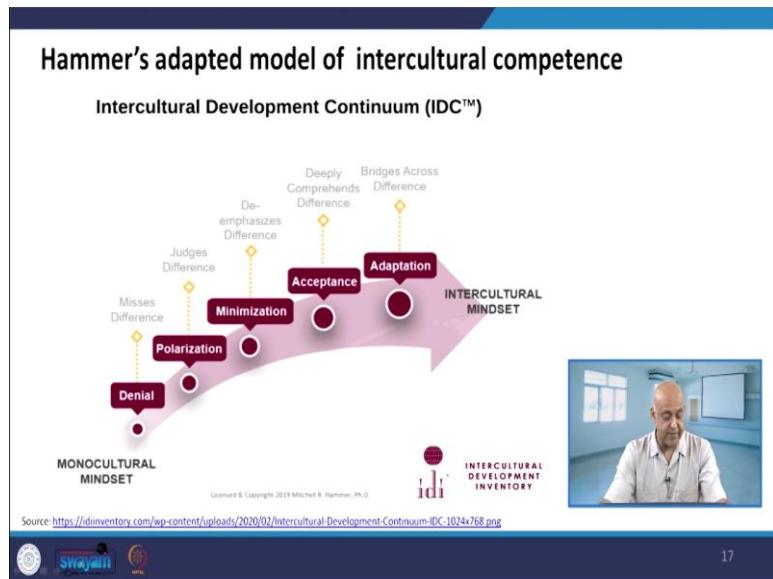
The intercultural development continuum describes the set of knowledge, attitude, and skills set or the orientations toward the cultural differences and commonalities that are arrayed along a continuum for the more monocultural mindset are there. So, therefore in that case whatever the monocultural mindset 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.

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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.

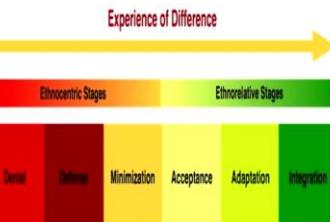
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Bennett framework of intercultural competence

"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/>

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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.

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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>



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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.

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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"> • Have a slower pace of life. • Have lower heart attack rates. • Assign less weight to love in marriage decisions. • Have fewer interactions, but interactions tend to be longer and more intimate. 	<ul style="list-style-type: none"> • Have a faster pace of life. • Have higher heart attack rates. • Assign greater weight to love in marriage decisions. • Have more social interactions, but interactions tend to be shorter and less intimate.



Source: Hughes, R. L., Ginnette, R. C., & Curphy, G. J. (2012). LEADERSHIP: enhancing the lessons of experience. In LEADERSHIP: enhancing the lessons of experience.

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.

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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">• Achieve economic success.• Have flexible and adaptive organizations and managers.• Emphasize visionary leadership that is capable of seeing patterns in the face of chaos and uncertainty..	<ul style="list-style-type: none">• Have lower rates of economic success.• Have inflexible and maladaptive organizations and managers.• Emphasize leadership that focuses on repetition of reproducible and routine sequences.

Source: Hughes, R. L., Ginnette, R. C., & Curphy, G. J. (2012). LEADERSHIP: enhancing the lessons of experience. In LEADERSHIP: enhancing the lessons of experience



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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.

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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.



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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.

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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.

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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



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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.

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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.



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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.

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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



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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.

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Research Paper



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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. Khaliji

*Human and Organizational Learning Department,
The George Washington University, Washington, DC, USA*



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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.

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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.



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These are the implication of the study that we may talk about how to develop the global leadership is there.

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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.



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As usual this is the case study how Google and IBM develop the global leaders.

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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.



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And therefore, in that case quick and dirty field training champions by the Google and the pros of the Google approaches the highly flexible.

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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.



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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.

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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.



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While the IBM a thorough in house training program. So, pros about the IBM's approach is the depth, the ethics.

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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.



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The cons about the IBM approach the resource intensive not as practical and not as flexible is there.

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