

VIKRAMA SIMHAPURI UNIVERSITY:: NELLORE

SECOND SEMESTER

SYLLABUS OF FOUNDATION COURSE

(Common for all PG and Professional Programmes from the Academic Year 2020-21)

UNIT-I:

INTRODUCTION TO PERSONALITY ENHANCEMENT - The concept of personality - Dimensions of theories of Freud & Erickson - personality - significance of personality development. The concept of success and failure: What is success? - Hurdles in achieving success - Overcoming hurdles - Factors responsible for success - What is failure - Causes of failure. SWOT analyses.

UNIT.II

ATTITUDE & MOTIVATION - Attitude - Concept - Significance - Factors affecting attitudes - Positive attitude - Advantages - Negative attitude - Disadvantages - Ways to develop positive attitude - Difference between personalities having positive and negative attitude. Concept of motivation - Significance - Internal and external motives - Importance of self-motivation- Factors leading to de-motivation.

UNIT.III

SELF-ESTEEM - Term self-esteem - Symptoms - Advantages - Do's and Don'ts to develop positive self-esteem - Low self-esteem - Symptoms - Personality having low self-esteem - Positive and negative self-esteem. Interpersonal Relationships - Defining the difference between aggressive, submissive and assertive behaviours - Lateral thinking.

UNIT-IV

INTRODUCTION TO LEADERSHIP - Definition and meaning, Importance, Leadership and Management, Leader vs Manager, Essential qualities of an effective leader. Theories of Leadership: Trait theory, Behavioral theories, Contingency theory.

UNIT-V

LEADERSHIP CHARACTERISTICS - Types of Leaders - Importance of Leadership - Leadership Skills - Building and Leading Efficient Teams - Leadership styles: Traditional, Transactional, Transformational, Inspirational and servant leadership and Emerging issues in leadership: Emotional Intelligence and leadership, Trust as a factor, Gender and Leadership. Leadership Qualities of Abraham Lincoln, Mahatma Gandhi, Prakasam Pantulu, Dr. B.R. Ambedkar and J.R.D. Tata.

PERSONALITY ENHANCEMENT & LEADERSHIP

UNIT-I

INTRODUCTION TO PERSONALITY ENHANCEMENT

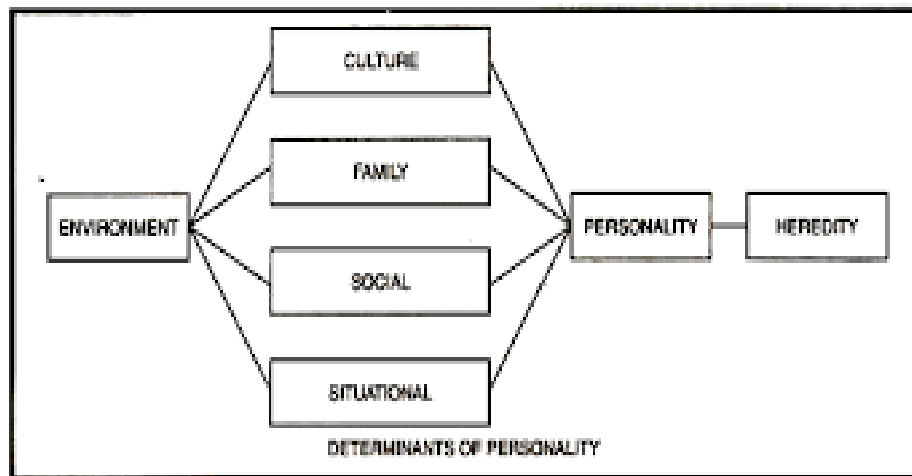
The concept personality:

The word personality is derived from a Greek word “persona” which means “to speak through.” Personality is the combination of characteristics or qualities that forms a person’s unique identity. It signifies the role which a person plays in public. Every individual has a unique, personal and major determinant of his behavior that defines his/her personality.

Definition: According to Stephen P. Robbins, personality is the sum total ways in which an individual reacts and interacts with others.

Determinants of Personality

The factors affecting personality development are illustrated as follows:



The impact of these factors is explained in detail as follows:

(A)Heredity:

The concept that heredity is a determinant of personality is embedded in our minds. In our day to day life, so many times we use the term “Like father like son” as “Like mother like daughter.” When we use these terms we generally refer to the traits like physique, eye colour, hair colour, height, temperament, energy level, intelligence, reflexes etc. However, the importance of heredity varies from one personality trait to another. For example, heredity is generally more important in determining a person’s temperament than his values and ideals.

(B) Environment: Environment comprises of culture, family, social and situational factors:

1. Culture:

According to Hoebel, “Culture is the sum total of learned behaviour traits which are manifested and shared by the members of the society.”

“It is a unique system of perceptions, beliefs, values, norms, and patterns of behavior and a code of conduct that influences the behavior of individuals in a given society.”

2. Family:

One of the very important determinants of the personality of a person is his immediate family. Families influence the behaviour of a person especially in the early stages.

The nature of such influence will depend upon the following factors:

Socio-Economic level of the family

- Family size
- Birth order
- Race
- Religion
- Parent's educational level
- Geographic location.

3. Social:

Social factors also play a vital role in determining one's personality. The things that revolve and evolve around us on a regular basis determine our personality. The society that we live in, the cultural environment that we face daily, the community we get interacted to, all are included in this factor. Relationships, co-ordination, co-operation, interaction, environment in the family, organizations, workplaces, communities, societies all contribute in way or another as personality determinants.

4. Situational:

Situation further influences the effects of heredity and environment on personality. A individual's personality, while generally stable and consistent, does change in different situations. Different demands in different situations call forth different aspects of one's personality.

It has been observed that many arrogant and indisciplined employees become humble and disciplined in a particular situation. Those having a criminal background may become powerful and strong administrators, dominant politicians, etc.

Major Personality Attributes or Dimensions

Big Five personality traits

Human resources professionals often use the Big Five personality dimensions to help place employees. That is because these dimensions are considered to be the underlying traits that make up an individual's overall personality.

The Big Five personality traits are:

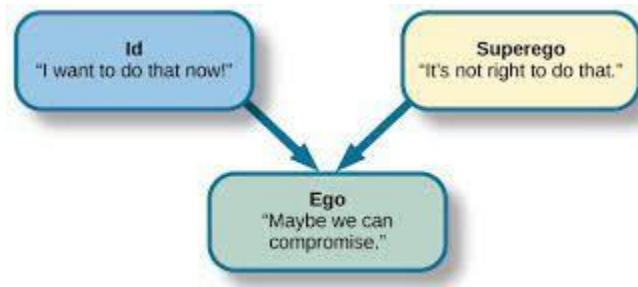
- Openness
 - Conscientiousness
 - Extraversion
 - Agreeableness
 - Neuroticism
-
- **Openness** - People who like to learn new things and enjoy new experiences usually score high in openness. Openness includes traits like being insightful (deep understanding) and imaginative and having a wide variety of interests.
 - **Conscientiousness** - People that have a high degree of conscientiousness are reliable and prompt. Traits include being organized, methodic, and thorough.
 - **Extraversion** - Extraverts get their energy from interacting with others, while introverts get their energy from within themselves. Extraversion includes the traits of energetic, talkative, and assertive.
 - **Agreeableness** - These individuals are friendly, cooperative, and compassionate. People with low agreeableness may be more distant. Traits include being kind, affectionate, and sympathetic.
 - **Neuroticism** - Neuroticism is also sometimes called Emotional Stability. This dimension relates to one's emotional stability and degree of negative emotions. People that score high on neuroticism often experience emotional instability and negative emotions. Traits include being moody and tense.

Big 5 Trait	Definition
<i>Openness</i>	The tendency to appreciate new art, ideas, values, feelings, and behaviors.
<i>Conscientiousness</i>	The tendency to be careful, on-time for appointments, to follow rules, and to be hardworking.
<i>Extraversion</i>	The tendency to be talkative, sociable, and to enjoy others; the tendency to have a dominant style.
<i>Agreeableness</i>	The tendency to agree and go along with others rather than to assert one's own opinions and choices.
<i>Neuroticism</i>	The tendency to frequently experience negative emotions such as anger, worry, and sadness, as well as being interpersonally sensitive.

Big 5 Trait	Example Behavior for LOW Scorers	Example Behavior for HIGH Scorers
<i>Openness</i>	Prefers not to be exposed to alternative moral systems; narrow interests; inartistic; not analytical; down-to-earth	Enjoys seeing people with new types of haircuts and body piercing; curious; imaginative; untraditional
<i>Conscientiousness</i>	Prefers spur-of-the-moment action to planning; unreliable; hedonistic; careless; lax	Never late for a date; organized; hardworking; neat; persevering; punctual; self-disciplined
<i>Extraversion</i>	Preferring a quiet evening reading to a loud party; sober; aloof; unenthusiastic	Being the life of the party; active; optimistic; fun-loving; affectionate
<i>Agreeableness</i>	Quickly and confidently asserts own rights; irritable; manipulative; uncooperative; rude	Agrees with others about political opinions; good-natured; forgiving; gullible; helpful; forgiving
<i>Neuroticism</i>	Not getting irritated by small annoyances; calm, unemotional; hardy; secure; self-satisfied	Constantly worrying about little things; insecure; hypochondriacal; feeling inadequate

Sigmund Freud's Psychoanalytical Theory

This theory is based on the belief that man is encouraged more by unforeseen forces than the conscious and logical thought. Freud believed that most of the things in life are not present at the conscious level but they are present at an unconscious level.



The features of Freud's theory include three attributes – Id, Ego, and Superego.

- Id – It defines the innate component of personality. It is the impulsive and unconscious part of mind that seeks immediate satisfaction. Example – A hungry baby cries till he/she is fed.
- Ego – It is derived from Id and assists in dealing with the external world. It also helps in translating the inner needs into expressions. It deals with practical and rational thinking process. Example – We have a fight with our friend and expect the friend to talk first, even though both of us want to talk.
- Superego – It is different from ego and is partially unconscious. It includes the traditional values of society as interpreted by our parents. It also helps in the integral vision of punishment. Example – Ram came late today so he is grounded for a week.

All these three elements are interrelated. In order to create a normal personality, there must be a proper balance in the relationship among these forces. For example, if the super ego is overdeveloped, a man will become very impractical and irrational. He will feel guilty over trivial matters. Such a person cannot exist in the modern life.

On the other hand, an underdeveloped super ego would let the Id urges loose, which would make a man highly immoral or with very few morals. Then there will not be much difference between the man and the animals. Therefore, there must be a proper balance between these three forces.

Erik Erikson's Theory of personality development

Erik Erikson (1902–1994) was a stage theorist who took Freud's controversial theory of psychosexual development and modified it as a psychosocial theory. Erikson emphasized that the ego makes positive contributions to development by mastering [attitudes](#), ideas, and skills at each stage of development. This [mastery](#) helps children grow into successful, contributing members of society. During each of Erikson's eight stages, there is a psychological conflict that must be successfully overcome in order for a child to develop into a healthy, well-adjusted adult.

Erikson's psychosocial stages of development focus on the resolution of different crises to become a successful, complete person.

According to Erikson the stages of development are categorized into eight phases marked by specific development characteristics. The stages are as follows

Stages of life	Psychological Crisis
Birth to 1.6 year (Hope)	Trust vs. Mistrust
1.6 to 3 years (Will)	Autonomy vs. shame, doubt
3 to 5 years (initiative, ability to lead and take decisions)	Initiative vs. Guilt
End of 5 to 12 years (competence)	Industry vs. Inferiority
*Adolescence 12y to 18 y (sense of personal identity sexual and occupational), explore himself (fidelity)	Identity vs. Identity diffusion or Role Confusion
Early adult 18y to 40 y (love) want to share feelings other than family members.	Intimacy vs. Isolation
Young and middle ad	Generativity vs. Stagnation
ult 40 y to 65 y (giving back to society)	
Late adult 65+ (evaluate our goals)	Integrity vs. Despair

Stage I: A sense of trust vs. mistrust

This stage begins from birth and is continued to twelve months of age. The first and formal task of an infant is to develop the basic sense of trust in himself and his environment. For the fulfilment of his basic needs he completely depends on others. Due to dissatisfaction of his needs he gradually loses his sense of faith in the world around him. The sense of faith may laid down during this period.

Stage II: A sense of autonomy versus a sense of shame

In this stage, child develops a sense of autonomy. He does not want help from others. He likes to do things in his own way. Parents should be careful about their autonomy. There should have balance between firmness and permissiveness to make a healthy sense of autonomy.

Stage III: A sense of initiative versus guilt

The third stage of psycho-social development between three to six years of age is characterized by the crisis of initiative versus guilt. Equipped with the sense of trust and autonomy the child now begins to take initiative in **interacting** with his environment. Therefore, there is a need to resolve the crisis of initiative vs. guilt at this stage of psycho-social development and it can be properly done if we allow the child to experiment with his initiative by properly supervising and guiding his activities and encouraging him to develop a habit of self-evaluation of the results of his initiative.

Stage IV: Period of industry vs. inferiority

Generally, by this age children begin to attend to school where they are made to learn various skills and the teachers as well as the school environment generate pressures on them to work hard in order to perform well. Parents also now begin to make demands upon the children to lend their hand with household duties or some cases put them with occupational responsibilities. Therefore, the teachers and the school environment thus play a very significant role in helping the child out of the industry versus inferiority crisis.

Stage V: The period of identity vs. role confusion

This stage, beginning with the advent of puberty, is marked with the crisis of identity vs. role confusion. Adolescents begin to search for their own personal identity equipped with the sense of trust, initiative and industry. The sudden changes in their bodies and mental functioning and the altered demands of society compel them to ask questions of themselves like, who am I? What have I become? Am I the same person I used to be? What am I supposed to do and in which manner am I to behave? There is a return of heterosexual interests. Adolescents are concerned about their future role and status.

Stage VI: Intimacy vs. isolation

This is the stage of early adulthood. Erikson considers social interaction has fundamental and unavoidable influence on personality development. So, during this stage the individual tends to develop a sense of intimacy or commitment to another person. The opposite of intimacy is isolation. When one fails to develop an adequate sense of intimacy by using one's identity with that of another person or when relation deteriorates for one reason or another, one tends to develop a sense of isolation—a pulling away from relationships and breaking off of ties.

Stage VII: The period of creativity vs. stagnation

This stage is called middle adulthood. In this stage, he tries to establish in a professional career. He wants to satisfy his needs for generativity, a concern to establish and guide the next generation. This is realized through nurturing his own children, guiding and

directing other young people and by engaging is some kind of creative, productive for fruitful activity that may prove beneficial to society. Opposed to the sense of generativity, there is a tendency on part of the individual to become egoistic and selfish. This leads to stagnation and personal impoverishment.

Stage VIII: Integrity vs. despair.

This is old age. The person reflects upon the life lived and sometimes integrates even death into the pattern. During this last stage of psycho-social development one is confronted with the final crisis of one's life span, termed ego-integrity vs. despair. Ego-integrity refers to the integration or culmination of the successful resolution of all seven previous crisis in the course of one's life.

The concept of success and failure

What is Success?

Success is the status of having achieved and accomplished an aim or objective. Being successful means the achievement of desired visions and planned goals. Furthermore, success can be a certain social status that describes a prosperous person that could also have gained fame for its favorable outcome.

The dictionary describes success as the following: “attaining wealth, prosperity and/or fame”.

The meaning of success:

One of the most important key steps to achieve success in life is to know the meaning of success for your personal life. The true meaning of success goes far beyond the common definitions of success, such as having a lot of money, being wealthy, having a lot of tangibles and earned degrees. Quite the opposite: true success in life cannot be measured with the above named factors, but instead with the amount of people that are able to lead a better and more advanced life because of what you created. This is the meaning of success. Not the trophies people are collecting in their lives. Media and society lets us often conclude that living a successful life means to be extraordinarily wealthy and have a lot of tangibles. But the meaning of success is to live a happy life and to make this world a better place for everyone.

Hurdles in achieving success - Overcoming hurdles

1. Lack of Vision:

Everyone is talking about the importance of having a goal. “Before you start something, set yourself a goal,” they say. So we follow this advice and think about challenging goals that we want to accomplish. If you are fueled by a motivating vision, you will keep going when everyone else has already given up.

2. Lack of Focus:

The inability to properly focus all our efforts on a given task is another major obstacle to success. Modern life has introduced us to concepts such as multitasking and many other enticing but unproductive distractions that drive away our attention. As a result, we often struggle simply because we lack the necessary discipline and focus. Instead of focusing on the realization of a given project, we jump from one project to another as we please. That's one of the greatest obstacles to success.

Use prioritization to tackle one task after another. Make every effort to stop your mind from drifting around. And most important of all, do not allow difficulties to stop you from pursuing your dreams. Do not stop until your project is finished.

3. Lack of Willpower:

Many are under the impression that success comes easily. Even more so, most even expect that success will come relatively easy for them. What most do not take into account is that the road to success is often paved with sacrifices. Along the road, you will encounter numerous difficulties, challenges and obstacles.

Willpower and self-control are closely associated with higher levels of success and happiness. Do not allow a lack of self-control and willpower to keep you from reaching out for your goals. Try to continuously increase your level of self-discipline. Learn to increase your willpower by exerting it regularly.

4. Trying to Please Everyone:

In short, we accept extra work in the hope to please others in any way imaginable. We're reluctant to act in a selfish manner, which is why we hesitate to say no to various obligations and assignments. Therefore, trying to please everyone landed on this list of the major obstacles to success.

If there's one certain key to failure, it's the attempt to please everyone around you. After all, you can't please everybody, so why bother about it?

5. The Pursuit of Perfection:

The neurotic tendency to make something "more than perfect" distracts us from that which is really important. It makes us less flexible and decreases our ability to respond to important developments.

6. Time:

If you don't use it wisely, it will become your enemy. We all have 24 hours in a day, and lack of time is actually a lack of priorities. Listing priorities and goals for each day, and tackling the toughest ones first, is optimal. That way, the rest of the day seems easier. Update your list regularly, and keep track of time-wasters or "self-saboteurs," such as social media, too much time at the water cooler, and jobs that don't directly propel you closer to your goal.

7. Holding back :

If you're not achieving what you want, don't lower your expectations. Instead, raise your standards.

8. Attitude:

Avoid negativity and negative people, starting with yourself. Negative people will drain

your energy and hinder your progress, and negative thoughts will slow you down and discourage you. If things are hard, work harder. If you fail, learn from your mistakes. If you focus on problems, you will have more problems. If you focus on solutions, you will have more opportunities.

9. Fear :

Fear can be both a motivating force, and an obstacle to success. It can keep you from trying and from reaching towards those really big goals. Are you afraid to fail? Analyze the specific situation and force yourself to break the uncomfortable activity into more manageable steps -- or “just deal with it.” Identify and utilize every available resource to build upon your strengths and correct your weaknesses. Focus on what could go right and don’t obsess about future problems. There’s also no reason to unnecessarily call attention to your fears. This will only discourage you, and break down the confidence in others.

10. Trusting in what others think:

Successful people believe in themselves rather than in the opinions of others. Ordinary people on the other hand become discouraged or disappointed as people dampen their ambitions with mere words.

11. A terrible lifestyle:

Successful people understand that their body is the vehicle to success. Successful people do well to minimize their stress and focus on getting the best out of their body. They eat right, exercise and have a decent rest. Ordinary people live with ordinary habits and this doesn’t matter too much, but successful people overcome the hurdle of destroying the vessel that will take them success by maintaining a healthy lifestyle.

12. A lack of direction:

Having a clear cut strategy and the right approach to reaching your goals is always very important in becoming successful. Successful people gain direction through mentors, books or observing the trends.

Factors Responsible for Success

1. Passion

When your heart beats for a certain cause, you’re undefeatable. Passion is a guarantee that you’ll still persevere when things get tough and that as long as it takes to be successful.

2. Authenticity

Don’t waste your time maintaining an image of yourself that the people around you like but that’s not who you are. It will cost you too much energy in the long run that you actually need for your success. Just be yourself and make the most of your strengths – that’s convincing.

3. Optimism

Is the glass half empty or half full? The right perspective is key. If you go through life with optimism, you can motivate yourself much better for success.

4. Empathy

Can you empathize with your counterpart? If so, you have a clear advantage because the

sense of expectations and emotions of others is very helpful and allows you to reach consensus more easily with others.

5. Openness

There is a lot of change, especially in this day and age. If you are not open to change, you will at some point not be able to participate actively, regardless of how intelligent you are. Being open to new things and new challenges, on the other hand, makes it possible to react quickly to change and in some cases to be able to use it to your advantage.

6. Support

In difficult situations, support from your social surroundings helps you to overcome setbacks and master challenges. Knowing that you won't be left alone, even if you fail, you can find the path to success much more freely.

7. Communication skills

"You can get help only if you ask," an old saying goes. And it's true: If you communicate with others, you can achieve a lot. Take the initiative and speak to others about what you would like to achieve. That's how you'll reach your goal.

8. Motivation

Motivation is what lets you keep going and drives you to be successful. If you can motivate yourself well, nothing can stop you.

9. Willingness to learn

Staying at the same level of knowledge means that others will pass you by at some point. If you're lacking skills, you can certainly acquire them by learning. Be prepared to continue learning and accept advice and information from others.

10. Courage

On the path to success, you often have to make decisions that are difficult because they find little favour in your environment or because they're connected with financial risk. If you're courageous, you'll be able to make these decisions against all obstacles – "Nothing ventured, nothing gained."

11. Resilience

Resilience is the ability to cope well with pressure and stress situations. Mistakes are nothing to be ashamed of but rather a chance to learn and do better the next time.

12. Discipline

If you want to be successful, you have to hang in there. That works only with discipline. Are you prepared to work on your success every day and to remain persistent even when things become taxing?

13. Organizational skills

The path to your goal is made up of small steps. So that the goal can be reached, it will be of benefit to you if you can identify and name the individual steps, and then also have a plan as

to how and when they can be implemented.

14. Confidence

You believe in your success and can communicate that? Appearing confident will impress those around you and helps you be perceived as successful, thus making the path to success easier to pursue.

15. Sense of responsibility

Taking responsibility for your own decisions and actions is important to continuing your development. If you don't do that, at some point, you won't get ahead anymore despite smarts.

16. Patience

“Good things come to those who wait” – With a little patience, you can be much more successful in the long run. Be prepared to wait a little longer for success. That will make it possible for you to approach decisions with a much greater foresight.

Definition of failure

The opposite of success is failure as it means to fail while trying to achieve aims or objectives. Besides this regular definition of failure it also can be said that even wealthy and successful persons fail in their lives. Just think about the rich and famous and all their scandals, addictions and suicides. All of them were extraordinary persons but a lot of them were also extremely unhappy with their lives and were not able to see the meaning of success. Wealth cannot be defined with money, but instead with values in your life that make you a happy person, such as friendship, relationships and your family.

Causes of failure

1. Lack of self-discipline:

Success requires discipline. As such, exerting self-control over yourself is a central requirement for being successful. If you lack self-discipline, you're more likely to give up too quickly when problems arise. Similarly, a lack of discipline makes you more likely to give in to short-term temptations that lead you nowhere. If you're undisciplined, you see no reason in making sacrifices today in order to prosper tomorrow.

2. Lack of persistence

You can be talented and intelligent. But if you don't combine these two with persistence, you'll fail eventually. A lack of persistence is a great obstacle to success. There are so many incredibly talented and gifted people who fail time and time again because they rely too much on their talents. They are not willing to persist until they've completely mastered what they're doing. Instead, they quit when the going gets tough.

3. Unwillingness to swim against the current

It's always easier to swim with the flow. But it will lead you where everyone else goes. It will only give you the same results everyone else accomplishes. Have the courage to meet decisions that go against existing opinions. Swim against the current if it's in your nature to do so. Pursue those activities that align with your innate strengths and talents.

4. Lack of planning

If you don't have a proper plan, you are less likely to succeed in life. It doesn't matter if the plan is imperfect or if things are not going to work out exactly as planned. All that matters is that you have a plan. It will help you to steer all your actions in one direction. Without a clear plan, you'll most likely go left, right, forwards and backwards, but you'll never come closer to your goals.

5. Fear of failure:

Being afraid of failure paralyzes us. It makes us reluctant to seize rewarding opportunities.

6. Wanting too much too quickly:

A great number of people dream of accomplishing the greatest things. They set themselves incredibly challenging goals, but are quickly intimidated once they realize how high the mountain they're standing in front rises into the sky. Consequently, they quickly become discouraged because of a lack of results.

7. Lack of belief in yourself:

Intelligence and talent are not necessarily what separates successful people from unsuccessful ones. The major difference lies in the fact that successful individuals believe in themselves. They believe that they can accomplish the goals they set themselves.

8. Lack of humility:

For many unsuccessful or semi-successful people, humility is the missing ingredient. They've won a fight here and there and all of a sudden think they are experts about the art of war, figuratively speaking of course.

9. Excuses

If you blame other people for your own mistakes and problems, you are destined to fail. At the same time, we all are confronted with problems that derail us from our paths. It's only when we stop using these problems and challenges as excuses that we will make progress in life.

10. Unwillingness to network

You'll miss quite a number of opportunities if you don't invest time to build strong relationships with those who can help you.

11. Inclination to give up

Giving up automatically leads to failure. Unsuccessful people tend to give up way too easily. They fail almost always because they simply didn't try hard enough. They dream of succeeding smoothly without too much effort.

12. Being resistant to advice

Some people fail because they do not accept valuable feedback. Instead, they seek – for various reasons – to argue why they believe what they're doing is right. Even if their endeavors are unsuccessful, they remain resistant to advice. These kind of people prefer being right (in their own subjective point of view) than opening themselves up for feedback. The reason for this is simple. Listening to feedback and other people's advice resembles the acknowledgment of their own faults, which is something they try to avoid at any cost.

13. Refusal to learn from past mistakes:

Unsuccessful people are deeply hurt by their mistakes and failures. As a result, they do everything they can to quickly forget these painful experiences. The problem with this attitude is that doing so does also bury the important lessons and insights that come with these mistakes.

14. Inability to overcome distractions:

A person's ability to ignore distractions can be a central factor for success. The way you deal with distractions can either make or break your success. On the one side, if you are unable to withstand the temptation of distracting yourself, your workflow will suffer from it.

15. Procrastination:

When it comes to procrastination, there are two types of challenges. The first problem many people are confronted with is that they simply cannot get started. They procrastinate for hours, because they try to keep putting something off. The second problem may arise as soon as people are confronted with difficulties or problems. The occurrence of these kinds of challenges leads many people to procrastinate instead of working toward solving the problem.

16. Failure to take responsibility

The unwillingness to take responsibility is closely related to making excuses. If we don't assume responsibility for what happens in our lives, we are not in a position to do anything about it.

SWOT Analysis

You can use it to assess yourself, compare yourself to your peers/competitors and also use it to find career growth opportunities.

The framework is credited to Albert Humphrey, who tested the approach in the 1960s and 1970s at the Stanford Research Institute. Developed for business and based on data from Fortune 500 companies, the SWOT analysis has been adopted by organizations of all types as an aid to making decisions.

Elements of a SWOT analysis:

As its name states, a SWOT analysis examines four elements:

Strengths: Internal attributes and resources that support a successful outcome.

Weaknesses: Internal attributes and resources that work against a successful outcome.

Opportunities: External factors that the entity can capitalize on or use to its advantage.

Threats: External factors that could jeopardize the entity's success.

Strengths:

- What advantages do you have that others don't have (for example, skills, certifications, education, or connections)?
- What do you do better than anyone else?
- What personal resources can you access?
- What do other people (and your boss, in particular) see as your strengths?
- Which of your achievements are you most proud of?
- What values do you believe in that others fail to exhibit?
- Are you part of a network that no one else is involved in? If so, what connections do you have with influential people?

Consider this from your own perspective, and from the point of view of the people around you. And don't be modest or shy – be as objective as you can. Knowing and using your strengths can make you happier and more fulfilled at work.

Weaknesses:

- What tasks do you usually avoid because you don't feel confident doing them?
- What will the people around you see as your weaknesses?
- Are you completely confident in your education and skills training? If not, where are you weakest?
- What are your negative work habits (for example, are you often late, are you disorganized, do you have a short temper, or are you poor at handling stress)?
- Do you have personality traits that hold you back in your field? For instance, if you have to conduct meetings on a regular basis, a fear of public speaking would be a major weakness.

Again, consider this from a personal/internal perspective and an external perspective. Do other people see weaknesses that you don't see? Do co-workers consistently outperform you in key areas? Be realistic – it's best to face any unpleasant truths as soon as possible.

Opportunities:

- What new technology can help you? Or can you get help from others or from people via the internet?
- Is your industry growing? If so, how can you take advantage of the current market?
- Do you have a network of strategic contacts to help you, or offer good advice?
- What trends (management or otherwise) do you see in your company, and how can you take advantage of them?
- Are any of your competitors failing to do something important? If so, can you take advantage of their mistakes?
- Is there a need in your company or industry that no one is filling?
- Do your customers or vendors complain about something in your company? If so, could you create an opportunity by offering a solution?

You might find useful opportunities in the following:

- Networking events, educational classes, or conferences.
- A colleague going on an extended leave. Could you take on some of this person's projects to gain experience?
- A new role or project that forces you to learn new skills, like public speaking or international relations.
- A company expansion or acquisition. Do you have specific skills (like a second language) that could help with the process?

Also, importantly, look at your strengths, and ask yourself whether these open up any opportunities – and look at your weaknesses, and ask yourself whether you could open up opportunities by eliminating those weaknesses.

Threats:

- What obstacles do you currently face at work?
- Are any of your colleagues competing with you for projects or roles?
- Is your job (or the demand for the things you do) changing?
- Does changing technology threaten your position?
- Could any of your weaknesses lead to threats?
 - Performing this analysis will often provide key information – it can point out what needs to be done and put problems into perspective.



UNIT-2

Attitude

Attitude is a mental and emotional state that determines a person's attitude towards themselves and others. This view comes through different experiences which reflect emotionally according to a different situation. A person's habits, interests, motivation sources can also be called a type of Attitude because it reflects mental and emotional state towards him.

Definition:

"A mental and neural state of readiness, organized through experience, exerting a directive or dynamic influence upon the individual's response to all objects and situations with which it is related"- G.W. Allport

In simple words, an “attitude” is an individual’s way of looking or an individual’s point of view at something.

Attitude is the mixture of beliefs and feelings that people have about situations, specific ideas or other people.

Characteristics of Attitudes:

- Attitudes are not tangible, we cannot see them, they are hypothetical and can be inferred but not directly observed.
- Attitudes are directed at some other object or person.
- Attitudes can be positive, negative or neutral towards an “attitude object” (a person, behaviour or event).
- Attitudes are thought to influence behaviour.
- Attitudes are also more motivating than emotions and habits.
- Attitudes can be implicit or explicit.

Dimensions of Attitudes:

- **Strength of Attitude** – strong attitudes are those that are held firmly and influence behaviour.
- **Attitude Accessibility** – how accessible an attitude is refers to the ease with which it comes to mind. Highly accessible attitudes tend to be stronger.
- **Attitude Ambivalence** – Ambivalence refers to the ratio of positive to negative evaluations that make up an attitude.

Importance of Attitude

An expert knows that a positive attitude is necessary for successful completion of a project or an assigned task. Having a positive attitude with positive thinking in the organization will reflect on what employee do and make them a more productive employee.

Importance of attitude in organisational behavior:

A positive attitude in the workplace helps employees to accomplish tasks faster and in a better manner. The performance of employees to a great extent depends on the good relationship they share with their colleagues.

A good relationship can be established only when employees demonstrate a positive attitude towards their work and colleagues. Through positive energy, work becomes a pleasure and employees find it easier to achieve their goals. A positive attitude has significant benefits for an individual in many aspects.

1. Career success

Employees' success in the workplace is measured through their performance. Employees with a positive attitude will always think of ways to accomplishing their task in a well-defined manner instead of complaining or finding excuses for non-performance. This results in success either through promotion or increased compensation.

2. Productivity

With a positive attitude, employees tend to take more interest in what they do and deliver. Consequently, they produce better quality work with minimum errors. This improves their overall output as well as productivity.

3. Leadership

Working in an organization is all about managing a diverse workforce. Some employees earn respect easily and people often follow and listen to them. This is possible through the positive attitude demonstrated by leaders.

4. Team work

Good relationships among employees help them to build effective teams where all the members are united and work for a common cause. A positive attitude helps employees to appreciate each other's competencies and work as a team for achieving common objectives instead of being overly perturbed by inadequacies of team members.

5. Decision making

Having a positive attitude helps employees to take better decisions, in an objective manner. It triggers a healthy thought process, enabling employees to choose wisely and logically.

6. Motivation

Having a positive attitude helps in motivating employees to overcome obstacles that they may face during the course of their job. It also determines the way they see the world around them. The moment they are successful in overcoming obstacles, they are motivated to move forward.

7. Interpersonal relations

Customers prefer to deal with someone who is positive in nature. A positive attitude enables employees to share a better rapport with customers, earning valuable customer loyalty.

8. Stress management Stress has a detrimental effect on the health of employees. So how can employees cope with it? Stress can be reduced through positive thinking; and with reduced stress, employees will enjoy better health and take fewer sick leaves.



Factors affecting attitudes

Social Factors

Social roles relate to how people are expected to behave in a particular role or context. Social norms involve society's rules for what behaviors are considered appropriate.

Direct Instruction:

Sometimes direct instruction can influence attitude formation.

For example, somebody gives information about the usefulness of some fruit.

On the basis of this information, we can develop a positive or negative attitude about that fruit.

Family

The family is the most powerful source for the formation of attitudes. The parents, elder brother or sister provide information about various things.

Attitudes developed by an individual, whether positive or negative are the result of family influence, which is very powerful and difficult to change.

Prejudices

Prejudices are preconceived ideas or judgments where one develops some attitudes toward other people, objects, etc.

If we are prejudiced against a person, who is, accused of a crime, we may regard him as guilty regardless of the evidence. We can also be prejudiced in favor of something.

Personal Experience

In order to be the basis of attitudes, personal experiences have left a strong impression.

Therefore, the attitude will be more easily formed when personal experience involves emotional factors.

Media

As a means of communication, mass media such as television, radio, has a major influence in shaping people's opinions and beliefs.

Educational and Religious Institutions

As a system, educational and religious institutions have a strong influence in shaping attitudes because they lay the foundation of understanding and moral concepts within the individual.

Understanding the good and the bad, the dividing line between something that can and cannot do is obtained from the center of the educational and religious institutions.

Physical Factors

Clinical psychologists have generally recognized that physical, health and vitality are important factors in determining adjustment, and frequently it has been found that malnutrition or disease or accidents have interfered so seriously with normal development that serious behavioral disturbances have followed.

Economic Status and Occupations

Our economic and occupational positions also contribute to attitude formation.

They determine, in part, our attitudes towards unions and management and our belief that certain laws are 'good' or 'bad'. Our socio-economic background influences our present and future attitudes.

Attitudes reflect more than just positive or negative evaluations: they include other characteristics, such as importance, certainty, accessibility, and associated knowledge.

Positive attitude

Positive attitude is a state of mind that envisions and expects favorable results. Individuals who have a positive attitude will pay attention to the good, rather than bad in people, situations, events.

It does not mean living in denial of the negative situations around you. This attitude allows you to stay optimistic. The benefits of a positive attitude include anticipating happiness, health, success, and opportunities. In turn, keeping top of mind the positive outcomes that you may want for yourself.

Our positive attitude towards anything starts with positive thinking. In fact, we can think of positive thinking as a mental attitude. It helps us to look forward to good and favourable results⁶. Here are some proven benefits of a positive attitude.

Advantages of Positive Attitude

- **Happiness:** A positive attitude is known to be linked with the feeling of happiness. Happiness is a state of mind; it comes from within and not dependent on external factors. When you think positively, you will be in harmony and feel happy. To put it simply, with a positive attitude, you can be happy right now ... irrespective of any situations you are in.
- **Self-confidence:** When you develop a positive attitude, you will start feeling better about yourself. You will treat yourself with more respect and love, and this in turn will boost your confidence levels and inner strength. You will take on new challenges and come out of your self-limiting beliefs.
- **Stronger immune system:** People with a positive attitude are lively, energetic and healthy. Positive thinking renders a positive effect on health as well; it lowers stress and improves your overall wellbeing. Even when you fall sick, your body recuperates faster.
- **More focused:** With positive thinking, you achieve emotional balance, which actually helps the brain to execute functions properly. You learn to stay focused and as a result, you can come up with the right decisions in challenging situations.
- **Better heart health:** Our positive or negative thoughts and attitudes can impact our hearts. One study sought to identify the possible benefits of a positive attitude in patients diagnosed with heart diseases.
- **An active, curious mind:** When we have a positive attitude towards life, we become more receptive towards new information. We also enjoy trying out new things without the fear of failure.
- **Increased productivity at work:** Researchers have proven that individuals with positive attitudes are more productive than their peers. While approaching a new (or previously failed) task, they positively reinforce themselves. There by increasing their self-confidence and chances at success.

- **Overcoming obstacles becomes easier:** Founders, social entrepreneurs, and other people who pursue their dreams despite obstacles are applauded for having grit. But grit does not come from intent. It comes from a positive attitude and commitment.
- **Better relationships and social life:** We usually want healthy relationships. Knowing this, we seek out people who we can build healthy, positive relationships with.

Negative Attitude

A **negative attitude** is a disposition, feeling, or manner that is not constructive, cooperative, or optimistic.

People with a negative attitude ignore the good and pay attention to the bad in people, situations, events, etc.

LIST OF NEGATIVE ATTITUDES AND BEHAVIORS IN THE WORKPLACE:

1. Someone who doesn't collaborate with others
2. They may not like working in a team and are very selfish when completing tasks
3. Arrogant about their performance
4. Stubborn, will not take ideas or advice from anyone
5. Laziness
6. Never on time
7. Erratic or aggressive towards other people
8. Gossiping
9. Taking credit for other people's work
10. Misusing privileges
11. Constantly on their phone or laptop for personal use when in a meeting or working

DISADVANTAGES OF NEGATIVE ATTITUDE -

- 1) Bitterness is created. It is like a slow poison that destroy human gradually.
- 2) Life become purposeless. As a result man are so far away from goal.
- 3) Repels the peoples.
- 4) Prolong painful situations.
- 5) Break out the relation.
- 6) Conscience goes away. So, peoples are driven towards the crime.

Differences between Positive and Negative Attitudes

Let's take a look in the real world; what differs a positive attitude from a negative attitude and how to identify them.

Positive Attitude	Negative Attitude
Individuals who have a positive attitude will pay attention to the good, rather than bad in people, situations, events, etc.	People with a negative attitude ignore the good and pay attention to the bad in people, situations, events, etc.
Positive attitudes are rewarded. It means the individual is encouraged to do the same thing in the future.	Negative attitudes are punished to discourage the same action in the future.
If we think positive thoughts we will surely experience such emotions as joy, love, gratitude, peace, and hope.	If we think negative thoughts we will have negative feelings such as anger, disappointment, irritation, envy, etc.
Having a "positive attitude" means a person believes everything happens for the best in the end.	A person with a "negative attitude" tends to believe their best days are in the past. There is nothing to "look forward to" and considers it a waste of time and energy.
It is an optimistic approach for a person to achieve good results.	It is a pessimistic mindset of a person who is not capable of handling critical issues.
It can achieve long-term goals easily and in time	It can achieve some initial goals but not the long-term goals
It is a process of solving problems.	It is a process of looking for problems.
A person with a positive attitude pays attention to the virtues of others.	A person with a negative attitude pays attention to other people's shortcomings.
These persons always see opportunities.	These persons see only limitations.

Conclusion

It is difficult to categorize someone as a positive attitude and a negative attitude.

People show a positive attitude for some things and a negative attitude for some things. This varies depending on a person's goal, economic status, motivation, skill, self-belief, and opportunities.

Developing a Positive Attitude

Your attitude plays a huge part in how you look at life. It affects how you see things around you and how you handle situations. You can't control what happens to you. But you can control your attitude. Following the tips below can help you have a more positive attitude!

- Your attitude is up to you. We can be our worst enemies when it comes to having a positive attitude. If you don't think you deserve to be successful, you never will be. If you think you can't do something, you'll be right. The good news is that with a little effort, you can change a negative attitude into a positive one. But the only person who can change your attitude is you.
- Rise and shine! Get up a bit earlier and take a short walk. Fifteen minutes in the fresh air is a great way to lift your spirits. It helps you prepare to make the most of your day.
- Stop a bad day in its tracks. Just because you woke up on the wrong side of the bed doesn't mean your day is ruined. Don't let it set the tone for the rest of the day. Take a moment to think about something good that could happen to gain a positive outlook. Remember, when things aren't going well, tomorrow is a brand new day.
- Build positive friendships. It's hard to maintain a positive attitude when your friends or co-workers have negative ones. Rarely will you see a positive person in a group of negative people. Negativity spreads. So avoid negative people or situations.
- Enjoy a hobby. It's good to have a hobby or enjoyable activity that you can fall back on when things get tough or you've had a hard day. Most hobbies allow you to relax and forget about the day's routine.
- Get out of your rut. If you feel like something is missing from your life, you may just need to add something to it! Try something new. Learn a new sport. Take a cooking class. Doing something different is a great attitude pick-me-up.
- Be good to yourself. You can be your own best friend or your own worst enemy. Make sure you eat well and get enough rest. Stress and bad health habits are enough to give anyone a bad attitude.
- Look at the bigger picture. One of the best ways to change your attitude is to take a reality check. Is your life really so bad? Look around you and chances are you'll find someone who is worse off than you. Look at the things you can be grateful for and your attitude will change for the better.
- Ask for a helping hand. If you are trying to improve your attitude, ask a friend or family member to tell you when you're slipping back into your old habits. A reminder to look on the bright side may be all you need.

Motivation

Motivation is the word derived from the word 'motive' which means needs, desires, wants or drives within the individuals. It is the process of stimulating people to actions to accomplish the goals. Motivation is the process that initiates, guides, and maintains goal-oriented behaviors.

Definition: "Motivation represents an unsatisfied need which creates a state of tension or disequilibrium, causing the individual to move in a goal directed pattern towards restoring a state of equilibrium, by satisfying the need."

Significance of Motivation

Motivation is important to an individual as:

- Motivation will help him achieve his personal goals.
- If an individual is motivated, he will have job satisfaction.
- Motivation will help in self-development of individual.
- An individual would always gain by working with a dynamic team.
- **MOTIVATION CLARIFIES A GOAL**
- When you're motivated, you have a desire to change your life. Motivation pushes you towards your goal because of a desire for change. Motivation helps you clarify your goal so you know exactly what you're working towards.
- **MOTIVATION SETS PRIORITIES IN LIFE**
- Once you know what your goal is, motivation helps you prioritise your life. If your goal is to write a book, you need to set time aside each week to write it. Motivation helps you to focus and make a commitment to seeing your goal accomplished.
- **MOTIVATION PUSHES THROUGH SETBACKS**
- Every road to success will have a setback. There is no such thing as a dream route to reach your dreams. Setbacks will have you doubt whether your goal is worth the effort, but motivation steps in and gives you the strength and courage to try again.
- **MOTIVATION TEACHES PERSEVERANCE**
- This ties in with the previous point, but motivation helps you strive through setbacks, trials and fears. [Thomas Edison](#) is known for the invention of the light bulb and is noted for this quote, 'I have not failed. I've just found 10,000 ways that won't work.' The famous inventor also inspired this thought, 'Our greatest weakness lies in giving up. The most certain way to succeed is always to try just one more time.' Motivation will teach you to persevere when reality tells you to give up.

- **MOTIVATION FIGHTS AGAINST FEAR**

- Fear of failure is so common it can literally stop you from taking action. Motivation kicks fear in the butt because it tells it, *no matter what I'm feeling, I'm going to do it anyway*. Motivated people see beyond their fear and can visualize the outcome. Motivation will always help you see the bigger picture.

- **MOTIVATION BUILDS SELF-CONFIDENCE**

- When you're motivated to achieve your goal, confidence is a by-product of the little steps taken to see that goal achieved. When you've pushed through setbacks and fear, there is a sense of accomplishment and this builds an inner confidence to try something new. Motivated people will have a few projects on the go because they have pushed through barriers and seen positive results, which gives them motivation to start new projects and try new things.

- **MOTIVATION ATTRACTS YOUR TRIBE**

- If you've ever met a motivated person, their1 vibe can be alluring and inspiring. You want to align with their energy so you can draw from their expertise. In turn, this helps build your motivation to succeed.

- **MOTIVATION INSPIRES OTHERS**

- Motivation is an attractive trait and it can inspire others to make things happen in their own life. If you've ever met or hung out with a self-motivated person, you instantly feel like you can achieve anything because their positivity and can-do attitude elevates your own spirit. Seeking out a motivated person can help elevate your own motivation levels.



Internal vs External Motivation

Motivation can be either external (extrinsic) and internal (intrinsic).

- External motivation – the driving force that triggers you in achieving your goal. Such as: Money, Prize, A simple smile and encouragement.
- **Extrinsic (External)Motivation:** Extrinsic motivation means that the individual's motivational stimuli are coming from outside. In other words, our desires to perform a task are controlled by an outside source. Note that even though the stimuli are coming from outside, the result of performing the task will still be rewarding for the individual performing the task. Extrinsic motivation is external in nature. The most well-known and the most debated motivation is money.

Below are some other examples:

- Employee of the month award
- Benefit package
- Bonuses
- Organized activities

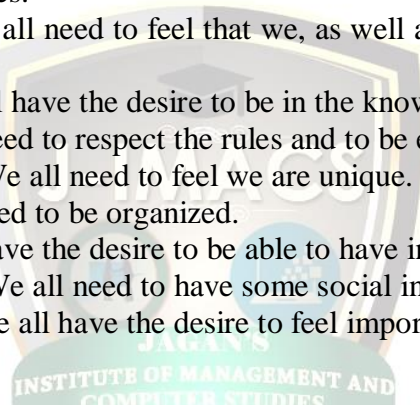
- **Internal motivation** – the force that leads you to achieve a goal because of personal satisfaction or desire.

Examples are: Putting up your own business, Participating in a competition. Trophies, medals, money, discounts, grades, entrance to programs or schools, new clothes and losing weight are all examples of extrinsic motivators. These are used to motivate individuals to pursue their goals.

Intrinsic (Internal) Motivation: Intrinsic motivation means that the individual's motivational stimuli are coming from within. The individual has the desire to perform a specific task, because its results are in accordance with his belief system or fulfills a desire and therefore importance is attached to it. Our deep-rooted desires have the highest motivational power.

Below are some examples:

- Acceptance: We all need to feel that we, as well as our decisions, are accepted by our co-workers.
- Curiosity: We all have the desire to be in the know.
- Honor: We all need to respect the rules and to be ethical.
- Independence: We all need to feel we are unique.
- Order: We all need to be organized.
- Power: We all have the desire to be able to have influence.
- Social contact: We all need to have some social interactions.
- Social Status: We all have the desire to feel important.



Self-Motivation

Self-motivation is an important life skill. The reason is that every person on the earth is unique and wants to be successful.

Without motivation, you can't get anything. It pushes people to keep going under unusual conditions. It has useful effects on your confidence and relationship.

What is Self-Motivation?

The ability to motivate yourself—self-motivation—is an important skill. Self-motivation drives people to keep going even in the face of set-backs, to take up opportunities, and to show commitment to what they want to achieve.

Self-motivation is a skill that will help you get your goals with no outer influence. It makes you hunger to work hard.

It boosts confidence and gives you the energy to reach your goals.

Importance of Self-Motivation

Self-motivation is the internal driving force that pushes you to achieve your goal. Here are some of the reasons why self-motivation is important:

- You'll work hard to the best of your ability to reach your goal.
- You'll hold yourself accountable when something goes wrong; because you've realized that correcting the mistake is essential to move forward.
- You'll be ready to take risks to achieve your goal.
- You'll stay away from procrastination.
- You'll be willing to learn new things.

Here are the five reasons self-motivation is important to win in life:

1: Build your confidence

When you're motivated, your confidence builds up. You always think positively. Thinking positively, starts new projects. You never fear hurdles. If there're many obstacles on the way, self-motivation helps you to never give up and always try to solve the problem.

2: Clarifies your goal

When you're motivated, you have a wish to improve your life.

For this, you've got a definite knowledge of what you need the next day or next month. Never follow the trends.

When you clarify your goals, manage time properly, never waste it.

3: Important for learning

When you're motivated, it's easy to learn something. It forces you to work hard. Many hurdles come during learning. Self-motivation inspires you. It makes you able to face the hurdles and get your goals.

4: Increase your commitment

Self-motivation gives the power to determine, you enjoy your work. You always try to give your best and put all your efforts into it. You feel easy and stick to it and get success. Self-motivation improves performance.

5: Makes you happy

When you continue to motivate yourself, you'll be able to get your goals. It gives happiness. So self-motivation drives you to success and happiness. Both grow. When you feel sadness to perform work, focus on your goals. It would give you happiness.

How do you stay motivated?

After knowing the importance of motivation, you might think that how to stay motivated. There're a few things that motivate you and get your success easily.

- Setting high but sensible goals
- Taking fair risks
- Spend time with motivated people
- Always think positive
- Ignore naysayers

Conclusion

It's important to be self-motivated to become a master in every aspect of life. It's important for any change.

But always remember that all things never change overnight. [Rome](#) was not built in one day. You've to work hard to get anything.

Different people get motivation from different things. You can get motivation from persons, books, inspiring movies, and many more.

So always motivate yourself, think big and set milestones for your work. You would [succeed](#) one day.

Factors leading to de-motivation

Why do people get demotivated?

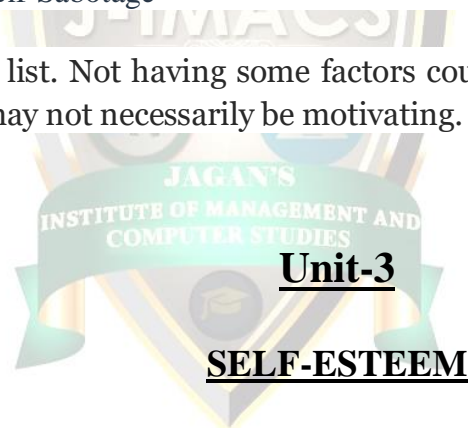
Two major reasons: Negative thinking or negative environment.

Negative thinking could relate to the individual, whereas a negative environment can be further divided into two categories: physical or emotional. Some other de-motivating factors are:

- Lack of training
- Unfair/negative/public criticism
- Rewarding the non-performers (which can be demotivating for the performers) [1]
- Failure or fear of failure
- Playing favorites/nepotism
- Success (which leads to complacency)
- Lack of measurable objectives

- Lack of appreciation or feeling of belonging
- Too much or too little work
- Low self-esteem
- Lack of priorities
- Negative self-talk
- Hostile environment
- Office politics/unfair treatment
- Poor standards/lack of quality consciousness
- Too much change too fast
- Responsibility without authority
- Too much job security/insecurity
- Hypocritical or incompetent supervisor
- Lack of clarity of roles and goals
- Lack of challenge or a feeling of being underutilized
- Your Goals Are Too Big
- You're Engaging in Self-Sabotage

The above is only a partial list. Not having some factors could be demotivating, but, on the flip side, having them may not necessarily be motivating.



Self-esteem refers to the positive (high self-esteem) or negative (low self-esteem) feelings that we have about ourselves. We experience the positive feelings of high self-esteem when we believe that we are good and worthy and that others view us positively.

In psychology, the term self-esteem is used to describe a person's overall subjective sense of personal worth or value. In other words, self-esteem may be defined as how much you appreciate and like yourself regardless of the circumstances. Your self-esteem is defined by many factors including:

- Self-confidence
- Feeling of security
- Identity
- Sense of belonging
- Feeling of competence

Other terms that are often used interchangeably with self-esteem include self-worth, self-regard, and self-respect.

Self-esteem tends to be lowest in childhood and increases during adolescence, as well as adulthood, eventually reaching a fairly stable and enduring level. This makes self-esteem similar to the stability of personality traits over time

Importance of Self-Esteem

Self-esteem impacts your decision-making process, your relationships, your emotional health, and your overall well-being. It also influences motivation, as people with a healthy, positive view of themselves understand their potential and may feel inspired to take on new challenges. People with healthy self-esteem:

- Have a firm understanding of their skills
- Are able to maintain healthy relationships with others because they have a healthy relationship with themselves
- Have realistic and appropriate expectations of themselves and their abilities
- Understand their needs and are able to express them

People with low self-esteem tend to feel less sure of their abilities and may doubt their decision-making process. They may not feel motivated to try novel things because they don't believe they're capable of reaching their goals. Those with low self-esteem may have issues with relationships and expressing their needs. They may also experience low levels of confidence and feel unlovable and unworthy.

People with overly high self-esteem may overestimate their skills and may feel entitled to succeed, even without the abilities to back up their belief in themselves. They may struggle with relationship issues and block themselves from self-improvement because they are so fixated on seeing themselves as perfect.

Factors That Affect Self-Esteem

There are many factors that can influence self-esteem. Your self-esteem may be impacted by:

- Age
- Disability
- Genetics
- Illness
- Physical abilities
- Socioeconomic status²
- Thought patterns

Racism and discrimination have also been shown to have negative effects on self-esteem. Additionally, genetic factors that help shape a person's personality can play a role, but life experiences are thought to be the most important factor.

It is often our experiences that form the basis for overall self-esteem. Those who consistently receive overly critical or negative assessments from family and friends, for example, will likely experience low self-esteem. Those who experience what Carl Rogers referred to as unconditional positive regard will be more likely to have healthy self-esteem.

Symptoms of Self-Esteem

There are some simple ways to tell if you have healthy self-esteem. You probably have healthy self-esteem if you:

- Avoid dwelling on past negative experiences
- Believe you are equal to everyone else, no better and no worse
- Express your needs
- Feel confident
- Have a positive outlook on life
- Say no when you want to
- See your overall strengths and weaknesses and accept them

Having healthy self-esteem can help motivate you to reach your goals, because you are able to navigate life knowing that you are capable of accomplishing what you set your mind to. Additionally, when you have healthy self-esteem, you are able to set appropriate boundaries in relationships and maintain a healthy relationship with yourself and others.

Symptoms of low self-esteem:

One of the easiest ways to identify low self-esteem is to pay attention to your thought patterns. Here are some of the ways that you might find yourself thinking if you have low self-esteem:

- All-or-nothing thinking. You see things as either all good or all bad.
- Overgeneralization. You assume that one negative fact or event creates a general rule for your life.
- Mental filtering. You focus only on the negative aspects of life, dwell on them, and magnify them.
- Converting positives into negatives. You disregard or reject the positive aspects of life. You make excuses for your achievements.
- Jumping to negative conclusions. You assume the worst, even when you have no evidence to support it.
- Mistaking feelings for facts. You feel stupid, lazy, or ugly, so you conclude that you must really be stupid, lazy, or ugly.
- Personalizing everything. You assume everything negative has something to do with you. You take inappropriate responsibility and feel inappropriate guilt.

Advantages of healthy Self-esteem

When you value yourself and have good self-esteem, you feel secure and worthwhile. You have generally positive relationships with others and feel confident about your abilities. You're also open to learning and feedback, which can help you acquire and master new skills.

- Assertive in expressing your needs and opinions
- Confident in your ability to make decisions
- Able to form secure and honest relationships — and less likely to stay in unhealthy ones
- Realistic in your expectations and less likely to be overcritical of yourself and others
- More resilient and better able to weather stress and setbacks
- **Increased sense of self worth:** the more self-confidence a person has, the more they value themselves and their abilities. And this is what creates that “hold your head up high” feeling in life!
- **More happiness and joy in life: the more self-confident** you are, the happier you are with yourself and the more you enjoy what life has to offer. It’s that simple!
- **Less fear and anxiety:** when confidence is high, you can accept, adapt, learn, gain, and benefit from any situation in life. In this way, you naturally replace fear and anxiety with greater confidence in yourself and your capabilities.
- **Freedom from social anxiety:** the more secure you feel in your self worth, the less worried you’ll be about what others think of you in social situations — this allows you to enjoy people more freely.
- **More peace of mind and less stress:** freedom from self doubt, fear, and anxiety naturally translates into greater peace of mind and a more stress-free life.
- **More energy and motivation to act:** the more confident you are that you can achieve things you want to achieve (like personal goals or dreams), the more motivated and energized you are to take action to achieve them!
- **Greater success:** in case it’s ever been a mystery why self-confident people are tend to be more successful, now you know! Each of the benefits above help you achieve things you want to achieve faster and more easily, which means you will enjoy more success in life.

Self-esteem affects virtually every facet of your life. Maintaining a healthy, realistic view of yourself isn't about blowing your own horn. It's about learning to like and respect yourself — faults and all.

Do's and Don'ts to Develop Positive Self-esteem

- DO set challenging and realistic goals – Decide what it is you want to do and define reasonable steps (mini goals) that will lead you to accomplishing the main goal.
- DO stay positive – Believe in yourself, remember that you have excellent qualities and abilities.

- DO practice – Athletes know the value of practicing. So do musicians, people who learn new languages, and many others. Many things simply require repetition to master.
- DO think and act confidently – If you see yourself as being successful, you'll make quicker progress towards your goals.
- DO learn from your mistakes – If you challenge yourself—if you try to extend your abilities and move out of your comfort zone—you will make mistakes. Expect them and take the opportunity to learn from your mistakes. What can you do differently, do better, next time?
- DON'T be mean to yourself – Many people are their own worst critics. Recognize and analyze your mistakes, look for things you can improve, but don't beat yourself up.
- DON'T listen to others if they don't believe in you – There are people who will point out your mistakes and your flaws. There are people who don't think you can achieve your goals. Don't listen to them. They don't really know what you're capable of.
- DON'T expect to be successful your first time – See “do practice” above. Few people can do difficult things the first time they try; most people stumble before they learn to walk.
- DON'T be afraid to seek help – Athletes have coaches and others who help them master certain skills. Similarly, you'd be wise to get tips and wisdom from someone who has the ability you're trying to master.

Low Self-Esteem

Low self-esteem may manifest in a variety of ways. If you have low self-esteem:

- You may believe that others are better than you.
- You may find expressing your needs difficult.
- You may focus on your weaknesses.
- You may frequently experience fear, self-doubt, and worry.
- You may have a negative outlook on life and feel a lack of control.⁴
- You may have an intense fear of failure.
- You may have trouble accepting positive feedback.
- You may have trouble saying no and setting boundaries.
- You may put other people's needs before your own.
- You may struggle with confidence.

Low self-esteem has the potential to lead to a variety of mental health disorders, including anxiety disorders and depressive disorders. You may also find it difficult to pursue your goals and maintain healthy relationships. Having low self-esteem can seriously impact your quality of life and increases your risk for experiencing suicidal thoughts.

Symptoms of low Self-esteem

First things first: Low self-esteem isn't a diagnosis, but rather a grouping of internal habits, feelings, and perceptions. And while there are common symptoms of low self-esteem, everyone exhibits it differently. According to Michelle Stafford, LMSW. here are some symptoms.

Internal symptoms of low self-esteem may include:

- Sensitivity to Criticism
- Social Withdrawal
- Hostility
- Excessive Preoccupation with Personal Problems
- feeling worthless, unloved, or unwanted
- obsessively fearing failure or believing you're not good at anything (when there isn't any evidence to show that's true)
- having imposter syndrome or feeling like you don't belong
- feeling like your successes or accomplishments are accidents or that you don't deserve them
- frequent negative self-talk
- feeling like you're a burden
- always doubting yourself or second-guessing yourself

External symptoms of low self-esteem may include:

- a lack of personal boundary setting
- people pleasing, saying "yes" to everything and everyone
- trouble learning new skills or concepts, especially things that are deemed difficult by society, like math
- difficulty making new friends or increased dependency on existing friends
- conflict avoidance
- not going after what you want, not asking for what you need
- disempowering body language, such as slumped shoulders, protective postures, limited eye contact
- social withdraw
- social anxiety

Personality having low selfesteem

Low self-esteem is when someone lacks confidence about who they are and what they can do. They often feel incompetent, unloved, or inadequate. People who struggle with low self-esteem are consistently afraid about making mistakes or letting other people down.

Having self-esteem issues can be detrimental to your health and negatively affect your personal and professional relationships. There are many reasons why you may have low self-esteem — your genes, how and where you grew up, and other life circumstances all play a role.

A major factor of low self-esteem, however, comes from your own mental state. Your inner voice, or the thoughts in your head, can be constantly telling you that you are not good enough or worth anything, even if there is evidence to the contrary. Negative thinking in general is linked to low self-worth and low self-esteem.

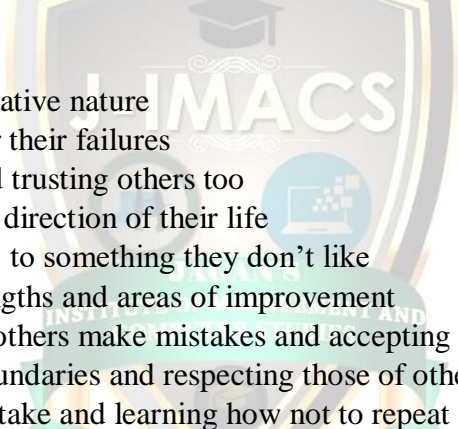
Positive and Negative Self-esteem

Positive Self-Esteem

People with high self-esteem acknowledge their strengths and apply them in their daily life. At the same time, they are aware of their weaknesses and address them with a positive approach. In other words, people with high self-esteem know themselves well. This helps them in being realistic in their expectations which put them in firm control of their lives.

Improving your self-worth isn't an instant result; it's a process that takes time, practice, and a lot of introspection. It is all about learning how to respect yourself and requesting that from the others you work with. Let's see how the people with high self-esteem think.

People with a positive self-esteem exhibit the following qualities –

- 
- Confidence
 - Problem-solving
 - A friendly and cooperative nature
 - No blaming others for their failures
 - Being trustworthy and trusting others too
 - Know and control the direction of their life
 - The ability to say 'no' to something they don't like
 - An awareness of strengths and areas of improvement
 - Understanding when others make mistakes and accepting
 - Knowing personal boundaries and respecting those of others
 - Acknowledging a mistake and learning how not to repeat them

It is this positive thinking that gives confident people a positive self-concept, which enables them to see themselves honestly which helps them in getting rid of pre-conceived negative ideas about themselves.

Negative Self-Esteem

People having a very critical opinion of themselves tend to under-appreciate even the good efforts they have put in, and view even genuine praise as flattery. This undermining of one's own talent and hard-work leads others to treat you the same way.

There is an old saying that everybody treats you the way you treat yourself. If you don't take yourself seriously, there is very little chance of others doing so. We have listed some of the most-widely observed qualities of people with low self-esteem.

People with a negative self-esteem exhibit the following qualities –

- Crave perfectionism

- Fear of being ridiculed
- Blaming others for failure
- Fear of exploring new ventures
- Very self-critical and self-effacing
- Feeling unaffectionate towards others
- Fighting with a sense of worthlessness
- Not trusting even close friends and relatives
- Negative attitude and pessimistic view of life

Interpersonal Relationships

An interpersonal relationship is an association between two or more people that may range from fleeting to enduring. This association may be based on inference, love, solidarity, regular business interactions, or some other type of social commitment.

This association may be based on inference, love, solidarity, regular business interactions, or some other type of social commitment. Interpersonal relationships are formed in the context of social, cultural and other influences. The context can vary from family or kinship relations, friendship, and marriage, relations with associates, work, clubs, neighborhoods, and places of worship.

Why Do We Establish Relationships?

From the moment of birth, human beings depend on others to satisfy their basic needs. Through this, children come to associate close personal contact with the satisfaction of basic needs. Later in life, we continue to seek personal contact for the same reason, even though we know we are capable of filling our own needs without relying on others for survival. Also, being around others becomes a habit and the basic physical needs of infancy expand to include emotional and social needs as well. These can include the needs for praise, respect, affection, love, achievement, and so on. It is these needs which are acquired through social learning that motivate us as humans to seek relationships with people who can satisfy our needs throughout our lives.

Benefits of Satisfying Relationships:

Good relationships require management, effort, and attention, but the investment pays off in many ways. Special bonds with other people are important for both mental and physical health. Research supports the idea that if we have strong, caring relationships with others, we are more likely to be healthy and live longer. Satisfying relationships with family and friends promote career success and we feel more protected as well as happy. Poor relations, on the other hand, may promote depression, drug abuse, weight problems, and other mental health problems.

Qualities of Good & Bad Relationships:

Some qualities of a good relationship may be evident from the moment we meet a person. Other traits develop along with the relationship, giving the relationship strength and stability.

These are some of the common characteristics of a good relationship:

Rapport: where you feel comfortable or at ease with the other person. This can be automatic or it could take time to develop.

Empathy: refers to the ability to see the world through another person's eyes, understanding his/her feelings and actions.

Trust: means that you can depend on the other person. When you trust another person you expect acceptance and support from him/her.

Respect: involves accepting and appreciating the other person for who he/she is.

Mental Expectations: are seen as relationships grow; partners should have the same mutual expectations for it. The relationship should be headed toward the same purpose or goals for both people.

Flexibility: good relationships are flexible and can adapt to change. Circumstances change and you can't always carry through on plans you have made together. You sometimes have to make compromises and reassess your goals.

Uniqueness: the relationship stands out or is in some way special or different.

Irreplaceability: each interpersonal relationship is as unique as the people in them and can never be recreated.

Interdependence: the other person's life concerns effects you.

Self Disclosure: in an interpersonal relationship people share and entrust private information about themselves

Honesty & Accountability: communicating openly and truthfully, admitting mistakes or being wrong, and accepting responsibility for one's self.

Qualities of bad relationships:

Avoidance: People in unhealthy relationships simply avoids facing reality. They become distant and will miss several occasions because they don't feel the need to be there.

Burnout: A relationship is at a low point or "burnout", it might make one of them feel trapped, tired, helpless, depressed or let down.

Compatibility issues: Incompatibility will make the relationship unhealthy, because you're not compatible, constant negativity will hinder intimacy. This will lead to sad relationships in constant conflict.

Devotional void: A lack of commitment can make for unhealthy relationships. Ex: when you treat your spouse as a roommate or friend, this doesn't necessarily mean you have to be in love 24/7.

Enthusiasm Dwindles: if a relationship isn't spontaneous and becomes predictable it itself will not be as exciting as it used to be.

Forgiveness Void: Those unwilling or unable to forgive are expected to have unhealthy relationships in the future

Just Say Yes: Those that feel that they can't say no to drawing boundaries and sustain limits will make their spouse less of a priority

Types of Interpersonal Relationships:

We define types of interpersonal relationships in terms of relational contexts of interaction and the types of expectations that communicators have of one another.

Friendship - Theories of friendship emphasize the concept of friendship as a freely chosen association

Family - Family communication patterns establish roles, identities and enable the growth of individuals. Family dysfunction may also be exhibited by communication patterns.

Romantic - Romantic relationships are defined in terms of the concepts of passion, intimacy and commitment.

Professional- Professional communication encompasses small group communication and interviewing.

Essential Skills to Building Strong Relationships:

1. Relax Optimistically

If you are comfortable around others, they will feel comfortable around you. If you appear nervous, others will sense it and withdraw. If you are meeting someone for the first time, brighten up as if you've rediscovered a long-lost friend. A smile will always be the most powerful builder of rapport. Communicating with relaxed optimism, energy and enthusiasm will provide a strong foundation for lasting relationships.

2. Listen Deeply

Powerful listening goes beyond hearing words and messages; it connects us emotionally with our communication partner. Listen to what the person is not saying as well as to what he or she is saying. Focus intently and listen to the messages conveyed behind and between words.

Listen also with your eyes and heart. Notice facial expressions and body postures, but see beneath the surface of visible behaviors. Feel the range of emotions conveyed by tone of voice and rhythm of speech. Discern what the person wants you to hear and also what they want you to feel.

3. Feel Empathetically

Empathy is the foundation of good two-way communication. Being empathetic is seeing from another person's perspective regardless of your opinion or belief. Treat their mistakes as you would want them to treat your mistakes. Let the individual know that you are concerned with the mistake, and that you still respect them as a person. Share their excitement in times of victory, and offer encouragement in times of difficulty. Genuine feelings of empathy will strengthen the bond of trust.

4. Respond Carefully

Choose emotions and words wisely. Measure your emotions according to the person's moods and needs. Words can build or destroy trust. They differ in shades of meaning, intensity, and impact. What did you learn when listening deeply to the other individual? Reflect your interpretation of the person's message back to them. Validate your understanding of their message.

Compliment the person for the wisdom and insights they've shared with you. This shows appreciation and encourages further dialogs with the individual. A response can be encouraging or discouraging. If you consider in advance the impact of your emotions and words, you will create a positive impact on your relationships.

5. Synchronize Cooperatively

When people synchronize their watches, they insure that their individual actions will occur on time to produce an intended outcome. Relationships require ongoing cooperative action to survive and thrive.

As relationships mature, the needs and values of the individuals and relationship will change. Career relationships will require the flexibility to meet changing schedules and new project goals. Cooperative actions provide synchrony and build trusting alliances. They are part of the give and take that empowers strong, enduring relationships.

6. Act Authentically

Acting authentically means acting with integrity. It means living in harmony with your values. Be yourself when you are with someone else. Drop acts that create false appearances and false security.

When you act authentically, you are honest with yourself and others. You say what you will do, and do what you say. Ask for what you want in all areas of your relationships. Be clear about what you will tolerate. Find out what your relationship partners want also. Being authentic creates mutual trust and respect.

7. Acknowledge Generously

Look for and accentuate the positive qualities in others. Humbly acknowledge the difference that people make to your life. Validate them by expressing your appreciation for their life and their contributions. If you let someone know that they are valuable and special, they will not forget you. Showing gratitude and encouragement by words and actions will strengthen the bonds of any relationship.

Don't forget to acknowledge your most important relationship: the relationship with yourself. Acknowledge your own qualities, and put those qualities into action. You cannot form a stronger relationship with others than you have with yourself. You will attract the qualities in others that are already within you.

Defining the difference between Aggressive, Submissive and Assertive Behaviours

Assertive behaviour is positive — it will help you communicate clearly and confidently your needs, wants and feelings to other people without abusing in any way their human rights.

It will produce better results when managing a difficult person, and it can be learnt.

1 Submissive:

Submissive (or passive) behavior means shying away from saying what you really mean and not seeking to achieve your needs,

The submissive individuals often lean towards an immediate compromise with scant regard to consequences. Their primary goal is to avoid confrontation. Naturally, the potential for loss shoots way up when such an individual handles critical negotiations.

I'm sure you are familiar with "fight or flight" responses. These are in-built programmes to help you survive and deal with different situations. We all use them.

Submissive behaviour is the flight response. It is natural behaviour, and depending on your upbringing, you may develop it throughout your life.

Almost always apologetic, submissive behavior does not allow them even to claim, leave aside the use of any pressure, what is rightfully their due and they suffer in ignominy.

People who are submissive tend to:

- a) Avoid stating their needs and feelings;
- b) Communicate their needs and feelings in an apologetic way; and
- c) Give others rights that they don't claim for themselves.

2 Aggressive:

Aggressive behavior can cause physical or emotional harm to others. It may range from verbal abuse to physical abuse. It can also involve harming personal property.

The aggressive person is a constant hunter looking to find his/her next prey, the next take-over target or the next strategist from the nearest competitor.

Fight-readiness is their powerful weapon against the possible opposition. Aggressive behavior violates social boundaries. It can lead to breakdowns in your relationships. It can be obvious or secretive. Aggressive behaviour is when a child or young person reacts in hostile way towards peers, siblings or adults. It can include verbal and physical aggression. There are lots of reasons why your child or young person might be aggressive. They might be feeling anxious and unsafe.

Aggressive behaviour is the fight response. Again, this is an in-built programme that can be developed throughout your life.

If you learn that you can achieve things by using aggressive behaviour, you continue to develop it. Naturally, this is to the detriment of our relationships with other people.

People who are aggressive tend to:

- a) Encourage others to do things by flattery or manipulation;
- b) Ignore the needs and feelings of others, either intentionally or by default; and
- c) Take rights for themselves that they don't give to others.

3 . Assertive:

This involves standing up for your personal rights and expressing your thoughts, feelings and beliefs directly, honestly and openly in ways that are respectful of the rights of others. An assertive person acts without undue anxiety.

Assertive individuals assert their rights without reservation but, at the same time, they never trample upon the rights of others. It helps them create an atmosphere of harmony. This is logical, thinking behaviour. It is not driven by your emotions. And although it may be natural for a few people, it tends to be learned behaviour. It is about:

- a) Being clear and direct in what you say;
- b) Stating your needs and feelings in a straightforward way; and
- c) Standing up for your rights without violating the rights of others.

Assertiveness is a very positive response in any interaction. It makes it clear to the other person what you are unhappy about and allows you to calmly state your case without violating their rights. And of course, that will make life much less stressful.

Attribute	Aggressive	Submissive	Assertive
Respect for others	Low	High	High
Respect for self	High (usually)	Low	High
Key actions	Attack others Me first Hide weaknesses Exaggerate strengths Do not concede	Submit to others Me last Visible weaknesses Downplay strengths Always concede	Respect others Me and you equal Open about weaknesses and strengths Fair exchange
Perceived benefits	Get what I want Won't get harmed Will be respected	Won't get harmed Low personal risk Will be liked	Get much of what I want Will be respected Fair relationships
Likely costs	Poor relationships Subtle revenge Lost communication	Do not get what I want Low social status People take advantage	Do not get everything I want Confusion/envy of others

Lateral Thinking

Lateral thinking is a manner of solving of problems by an indirect and creative approach, typically through viewing the problem in a new and unusual light. It involves ideas that may not be obtainable using only traditional step-by-step logic.

It essentially means being able to think creatively or "outside the box" in order to solve a problem.

Usually, logical thinking is used to solve problems in a direct, straightforward way (also known as vertical thinking). Lateral thinking however, looks at things from a sideways perspective (also known as horizontal thinking), in order to find answers that aren't immediately apparent.

The term was first coined by psychologist **Edward de Bono**. These skills are often required in creative careers like marketing or advertising.

How to improve your lateral thinking skills:

Mind mapping can be a great way to improve your lateral thinking skills

Improving these skills can be challenging as lateral thinking comes more naturally to some people than others.

However, like everything else, practice makes perfect, and setting yourself lateral thinking examples can help.

Because this type of skill is "situational" and displays a thought process rather than something physical (like IT skills for example), it can be tough to come up with ways of boosting your ability.

Here are some exercises you could try:

Mind mapping:

Mind maps can be a great way of solving a problem when logical thinking just doesn't help. Because mind maps are visual aids, they require your brain to adjust its thought processes, which can often help you find answers unexpectedly. Mind maps give you the opportunity to put all your ideas down on paper and then take a step back to gather your thoughts.

Using your senses:

We all have five senses – sight, touch, hearing, smell and taste – yet we very rarely use all of them to solve problems. Typically, you use our visual senses to work things out but making use of our other senses can sometimes have useful results.

For example, when faced with a problem, why not speak your thoughts aloud and record them on your mobile phone? When you listen back, you may find something that you would have missed otherwise.

Reverse thinking:

Reverse thinking involves analyzing what people normally do in a situation and then doing the opposite. If you find yourself only getting so far into a problem and then becoming stuck, you might want to start at the end and work backwards. For example, look at the problem and then describe what you'd ideally like the solution to be. From there, you can begin working backwards to find the starting point to your solution.

What careers use lateral thinking?

Lateral thinking is a useful skill whatever job you end up doing, but there are some career paths where it can really come in handy. Here are some examples of lateral thinking career choices:

Advertising

People who work in advertising use this type of thinking to persuade us to buy products. If it's often those adverts that make us think of a little differently that we remember the most.

Marketing

Marketers often have to come up with novel or creative ways to promote products and services. Although there are some rules in marketing, it's often the campaigns that bend the rules slightly that are successful.

Media

Working in the media, you may have to use these thinking skills to deliver a message in a creative way. Whether you're a journalist, filmmaker or press release writer, some sideways thinking can come in handy.

UNIT-4

INTRODUCTION TO LEADERSHIP

Definition and meaning:

Leadership is an important element of the directing function of management. Wherever, there is an organized group of people working towards a common goal, some type of leadership becomes essential. "The power of leadership is the power of integrating. The leader stimulates what is best in us he unites and concentrates what we feel only gropingly and shatteringly. He is a person who gives form to the concrete energy in every man. The person who influences me most is not he who does great Deeds, but he who makes me feel that I can do great deeds." Marry Parker Follet.

Leadership is the ability to build up confidence and zeal among people and to create an urge in them to be led. To be a successful leader, a manager must possess the qualities of foresight, drive, initiative, selfconfidence and personal integrity. Different situations may demand different types of leadership.

Definition:

Koontz and O'Donnell, Leadership is the ability of a manager to induce subordinates to work with confidence and zeal.

“ Leadership is the process of influencing the activities of an individual or a group in efforts towards goal achievement in a given situation.”

• Importance of Leadership

- **Initiating Action:** Leadership starts from the very beginning, even before the work actually starts. A leader is a person who communicates the policies and plans to the subordinates to start the work.
- **Providing Motivation:** A leader motivates the employees by giving them financial and non-financial incentives and gets the work done efficiently. Motivation is the driving force in an individual's life.
- **Providing guidance:** A leader not only supervises the employees but also guides them in their work. He instructs the subordinates on how to perform their work effectively so that their efforts don't get wasted.
- **Creating confidence:** A leader acknowledges the efforts of the employees, explains to them their role clearly and guides them to achieve their goals. He also resolves the complaints and problems of the employees, thereby building confidence in them regarding the organization.
- **Building work environment:** A good leader should maintain personal contacts with the employees and should hear their problems and solve them. He always listens to the point of view of the employees and in case of disagreement persuades them to agree with him by giving suitable clarifications. In case of conflicts, he handles them carefully and does not allow it to adversely affect the entity. A positive and efficient work environment helps in stable growth of the organization.
- **Co-ordination:** A leader reconciles the personal interests of the employees with the organizational goals and achieves co-ordination in the entity.
- **Creating Successors:** A leader trains his subordinates in such a manner that they can succeed him in future easily in his absence. He creates more leaders.
- **Induces change:** A leader persuades, clarifies and inspires employees to accept any change in the organization without much resistance and discontentment. He makes sure that employees don't feel insecure about the changes.
- **Build Morale:** In order for employees to effectively cooperate with one another, they need to have the willingness to do so. A big part of earning their willingness to cooperate is by building morale. An effective leader can boost morale so their team can achieve optimal cooperation. Be
- **Role Models:** Subordinates look towards their leaders as an example of how to act. A good leader will show their subordinates the right way to behave and instill enthusiasm

for the work they are doing. If leaders are humble and accountable, subordinates will also learn to behave this way.

- Leaders can also provide team members with a good feel for the company culture in the process.
- **Consolidation:** Leaders can bring together team members in order to work towards a common goal. This is achieved by coordinating the efforts of different team members and ensuring that they align their personal interests with organizational goals.
- **Spotting Talent:** Effective leaders are able to recognize the potentials of team members and will have the ability to select the right people for the right jobs. This will then allow leaders to trust the people they have appointed to get the job done correctly.
- **Public Image:** Leaders are not only responsible for managing their teammates. They are also responsible for ensuring that their organizations have a positive public image. As spokespersons, good leaders will be sure to present their organizations in a positive light when spending time in the public eye.

Often, the success of an organization is attributed to its leaders. But, one must not forget that it's the followers who make a leader successful by accepting his leadership. Thus, leaders and followers collectively play a key role to make leadership successful.

Leadership and Management

Leadership and management are the terms that are often considered synonymous. It is essential to understand that leadership is an essential part of effective management. As a crucial component of management, remarkable leadership behaviour stresses upon building an environment in which each and every employee develops and excels. Leadership is defined as the potential to influence and drive the group efforts towards the accomplishment of goals. This influence may originate from formal sources, such as that provided by acquisition of managerial position in an organization.

A manager must have traits of a leader, i.e., he must possess leadership qualities. Leaders develop and begin strategies that build and sustain competitive advantage. Organizations require robust leadership and robust management for optimal organizational efficiency.

Leader Vs Manager

A leader is someone whom people follow or someone who guides or directs others. A manager is someone who is responsible for directing and controlling the work and staff in an organization, or of a department within it.

The main difference between the two is that a leader works by example, while a manager dictates expectations. If a manager goes against the rules, that will tarnish his position as a manager. If a leader goes against the example he or she is trying to set, that will be seen as a setback.

Following are a few subtle differences between the two –

- A leader is an innovator and creator whereas a manager is a commander.
- A leader can't be a manager but the opposite is possible, a manager is more than a leader.
- A leader does what is right, while the manager makes things right.
- A leader deals with change whereas a manager plans for a change.
- A leader gives direction to do something whereas the manager plans for everything that is to be done.
- A leader encourages people whereas the manager controls people.
- A leader handles communication, credibility, and empowerment whereas a manager deals with organizing and staffing.

Essential Qualities of an Effective Leader

A successful leader secures desired behaviour from his followers. It depends upon the quality of leadership he is able to provide. A leader to be effective must possess certain basic qualities. A number of authors have mentioned different qualities which a person should possess to be a good leader.

1. Physical appearance- A leader must have a pleasing appearance. Physique and health are very important for a good leader.
2. Vision and foresight- A leader cannot maintain influence unless he exhibits that he is forward looking. He has to visualize situations and thereby has to frame logical programmes.
3. Intelligence- A leader should be intelligent enough to examine problems and difficult situations. He should be analytical who weighs pros and cons and then summarizes the situation. Therefore, a positive bent of mind and mature outlook is very important.
4. Communicative skills- A leader must be able to communicate the policies and procedures clearly, precisely and effectively. This can be helpful in persuasion and stimulation.
5. Objective- A leader has to be having a fair outlook which is free from bias and which does not reflect his willingness towards a particular individual. He should develop his own opinion and should base his judgement on facts and logic.
6. Knowledge of work- A leader should be very precisely knowing the nature of work of his subordinates because it is then he can win the trust and confidence of his subordinates.

7. Sense of responsibility- Responsibility and accountability towards an individual's work is very important to bring a sense of influence. A leader must have a sense of responsibility towards organizational goals because only then he can get maximum of capabilities exploited in a real sense. For this, he has to motivate himself and arouse and urge to give best of his abilities. Only then he can motivate the subordinates to the best.

8. Self-confidence and will-power- Confidence in himself is important to earn the confidence of the subordinates. He should be trustworthy and should handle the situations with full will power.

9. Humanist-This trait to be present in a leader is essential because he deals with human beings and is in personal contact with them. He has to handle the personal problems of his subordinates with great care and attention. Therefore, treating the human beings on humanitarian grounds is essential for building a congenial environment.

10. Empathy- It is an old adage "Stepping into the shoes of others". This is very important because fair judgement and objectivity comes only then. A leader should understand the problems and complaints of employees and should also have a complete view of the needs and aspirations of the employees. This helps in improving human relations and personal contacts with the employees.

Some of the other qualities of a good leader are as follows:

1. Good personality.
2. Emotional stability.
3. Sound education and professional competence.
4. Initiatives and creative thinking.
5. Ability to guide and teach.
6. Good understanding and sound judgment.
7. Sociable.
8. Objective and flexible approach.
9. Honesty and integrity of character.
10. Self confidence, diligence and industry.
11. Courage to accept responsibility From the above qualities present in a leader, one can understand the scope of leadership and it's importance for scope of business. A leader cannot have all traits at one time. But a few of them helps in achieving effective results.

Theories of Leadership:

The trait model of leadership is based on the characteristics of many leaders - both successful and unsuccessful - and is used to predict leadership effectiveness. The resulting lists of traits are then compared to those of potential leaders to assess their likelihood of success or failure.

Scholars taking the trait approach attempted to identify physiological (appearance, height, and weight), demographic (age, education and socioeconomic background), personality, self-confidence, and aggressiveness), intellective (intelligence, decisiveness, judgment, and knowledge), task-related (achievement drive, initiative, and persistence), and social characteristics (sociability and cooperativeness) with leader emergence and leader effectiveness.

Successful leaders definitely have interests, abilities, and personality traits that are different from those of the less effective leaders. Through many researches conducted in the last three decades of the 20th century, a set of core traits of successful leaders have been identified. These traits are not responsible solely to identify whether a person will be a successful leader or not, but they are essentially seen as preconditions that endow people with leadership potential.

Among the core traits identified are:

- Achievement drive: High level of effort, high levels of ambition, energy and initiative
- Leadership motivation: an intense desire to lead others to reach shared goals
- Honesty and integrity: trustworthy, reliable, and open
- Self-confidence: Belief in one's self, ideas, and abilities
- Cognitive ability: Capable of exercising good judgment, strong analytical abilities, and conceptually skilled
- Knowledge of business: Knowledge of industry and other technical matters
- Emotional Maturity: well adjusted, does not suffer from severe psychological disorders.
- Others: charisma, creativity and flexibility

Strengths/Advantages of Trait Theory :

- It is naturally pleasing theory.
- It is valid as lot of research has validated the foundation and basis of the theory.
- It serves as a yardstick against which the leadership traits of an individual can be assessed.
- It gives a detailed knowledge and understanding of the leader element in the leadership process.

Limitations of the Trait Theory:

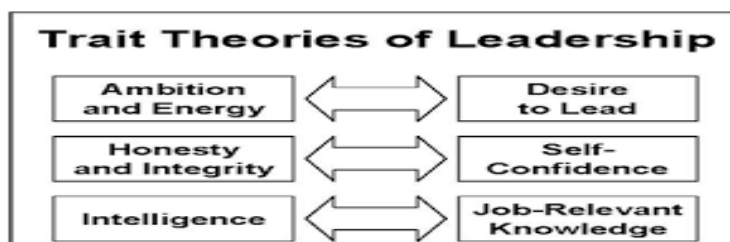
- There is bound to be some subjective judgment in determining who is regarded as a ‘good’ or ‘successful’ leader
- The list of possible traits tends to be very long. More than 100 different traits of successful leaders in various leadership positions have been identified. These descriptions are simply generalities.
- There is also a disagreement over which traits are the most important for an effective leader
- The model attempts to relate physical traits such as, height and weight, to effective leadership. Most of these factors relate to situational factors. For example, a minimum weight and height might be necessary to perform the tasks efficiently in a military leadership position. In business organizations, these are not the requirements to be an effective leader.
- The theory is very complex.

Implications of Trait Theory

The trait theory gives constructive information about leadership. It can be applied by people at all levels in all types of organizations. Managers can utilize the information from the theory to evaluate their position in the organization and to assess how their position can be made stronger in the organization. They can get an in-depth understanding of their identity and the way they will affect others in the organization. This theory makes the manager aware of their strengths and weaknesses and thus they get an understanding of how they can develop their leadership qualities.

Conclusion :

The traits approach gives rise to questions: whether leaders are born or made; and whether leadership is an art or science. However, these are not mutually exclusive alternatives. Leadership may be something of an art; it still requires the application of special skills and techniques. Even if there are certain inborn qualities that make one a good leader, these natural talents need encouragement and development. A person is not born with self-confidence. Self-confidence is developed, honesty and integrity are a matter of personal choice, motivation to lead comes from within the individual, and the knowledge of business can be acquired. While cognitive ability has its origin partly in genes, it still needs to be developed. None of these ingredients are acquired overnight.



Behavioural Theories of Leadership

Introduction:

According to this approach, leadership involves an interpersonal relationship between a leader and subordinates in which the behaviour of the leader towards the subordinates constitute the most critical element. The good behaviour of the leader raises the morale, builds up confidence and spirit among the team members and lack of good behaviour will discard him as a leader.

Two important behavioural theories are:

- (i) Michigan Studies and
- (ii) Ohio State University Leadership Studies:

Michigan Studies:

These empirical studies were conducted slightly after World War II by the Institute of Social Research at the University of Michigan. The purpose of these studies was to identify styles of leadership behaviour that results in higher performance and satisfaction of a group.

These studies distinguished between two distinct styles of leadership:

1. Production Centered Leadership:

This leadership is also known as task oriented leadership.

The production oriented leadership stressed on certain points:

- (i) Rigid work standards, procedure and rules
- (ii) Close supervision of the subordinates
- iii) Technical aspect of the job
- (iv) Employees were not to be considered as human beings but as tools to accomplish the goals of the organisations.

2. Employee Centered Leadership:

This style is also known as relation oriented leadership because it emphasize on human relations.

The main parts which are concentrated upon in this approach are:

- (i) To treat subordinates as human beings.

- (ii) To show concern for the employees needs, welfare, advancement etc.
- (iii) To encourage employee participation in goal setting and in other work related decisions.
- (iv) To help ensure high performance by inspiring respect and trust.

The findings of Michigan studies were as follows:

- (i) These studies found that both the styles of leadership led to increase in production, but it was slightly more in case of production oriented style.
- (ii) On the other hand, production oriented style led to decreased satisfaction and increased turnover and absenteeism.
- (iii) The employee centred approach led to improved work flow procedures and more cohesions in interactions resulting in increased satisfaction and decreased turnover and absenteeism.

Thus, the employees' oriented style was considered more superior. The concepts of Michigan studies were elaborated by Tannenbaum and Schmidt who identified the range of possible leadership behaviour available to a manager. They identified two more styles of leadership on the basis of authority used by the boss and the degree of freedom available to the subordinates.

These styles were:

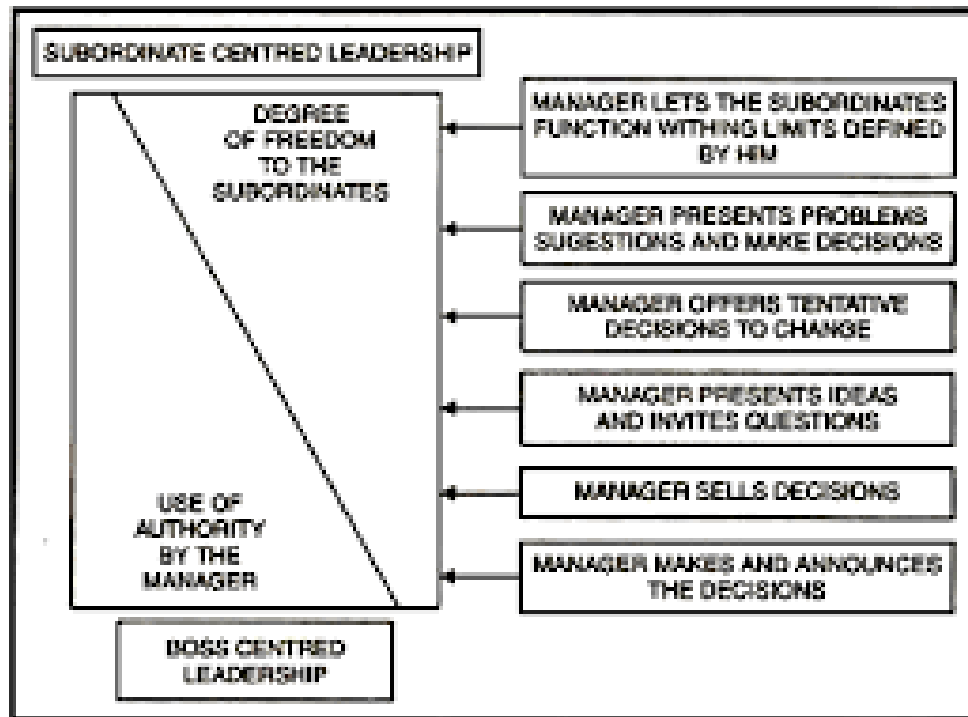
(i)Boss Centred Leadership:

A manager, who exercises a high degree of control, is said to exercise a Boss Centred Leadership.

(ii)Employee Centred Leadership:

A manager who allows a high degree of freedom to the subordinates is known as the Employees Centred Leadership.

These leadership styles are explained with the help of the following figure:



Ohio State University Leadership Studies:

The main objective of the studies was to identify the major dimensions of leadership and to investigate the effect of leader's behaviour on employee behaviour and satisfaction.

Ultimately, these studies narrowed the description of leader behaviour to two dimensions:

- (i) Initiating Structure
- (ii) Consideration

Initiating Structure:

It refers to the leader's behaviour in defining and organizing the relationship between himself and members of the group.

The purpose of initiating structure is to:

- (a) Establish well defined patterns of organisation.

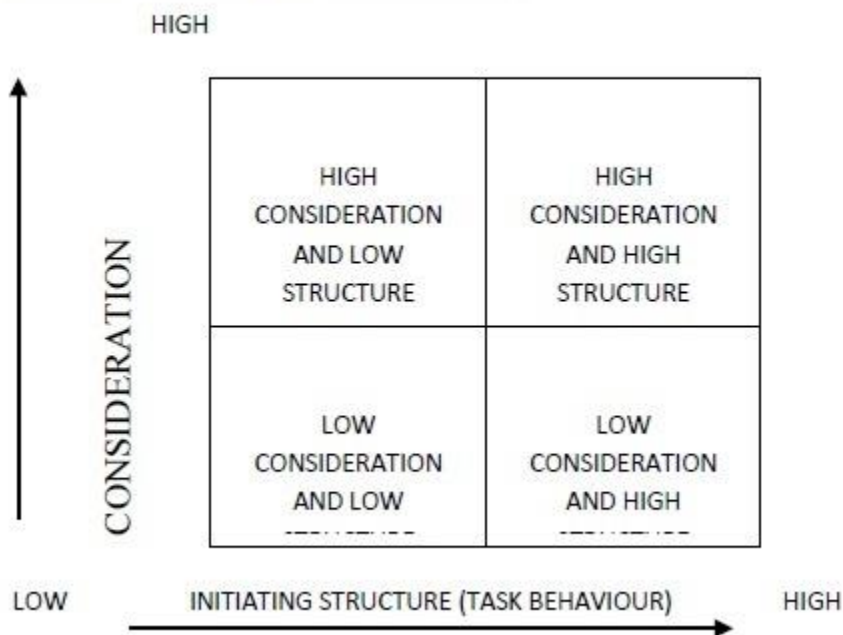
Thus, the leader can be high on both the dimensions, low on both the dimensions or high on one and low

on other.

The findings of these studies are:

- (i) There is a positive relationship between consideration and regularity of employees and low grievances. But consideration is negatively related to performance.
- (ii) There is a positive relationship between initiating structure and employee performance. But initiating structure is also associated with absenteeism and grievances.
- (iii) When both these dimensions are high, performance and satisfaction tended to be high. But in some cases high productivity was accompanied by absenteeism and grievances.

Chart : OHIO STUDIES: LEADERSHIP

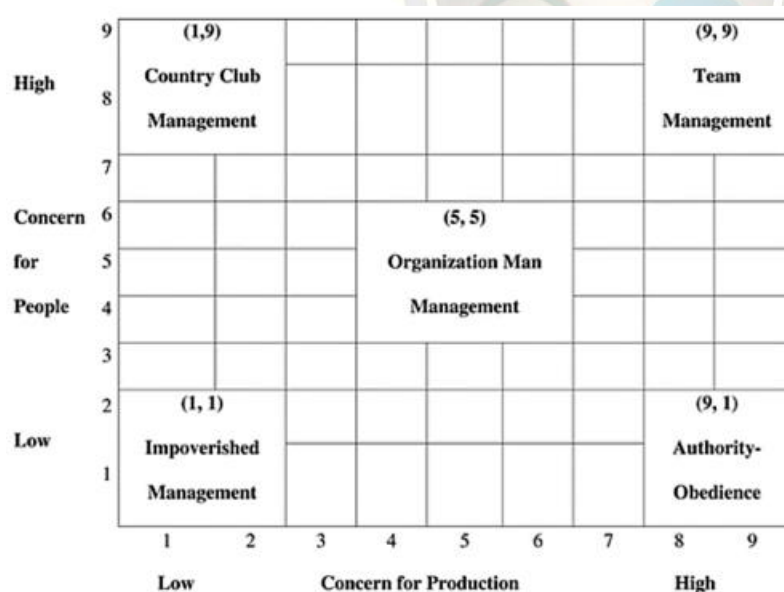


Managerial Grid

Blake and Mouton's Managerial Grid

The treatment of task orientation and people orientation as two independent dimensions was a major step in leadership studies. Many of the leadership studies conducted in the 1950s at the University of Michigan and the Ohio State University focused on these two dimensions.

Building on the work of the researchers at these Universities, Robert Blake and Jane Mouton (1960s) proposed a graphic portrayal of leadership styles through a managerial grid (sometimes called leadership grid). The grid depicted two dimensions of leader behavior, concern for people (accommodating people's needs and giving them priority) on y-axis and concern for production (keeping tight schedules) on x-axis, with each dimension ranging from low (1) to high (9), thus creating 81 different positions in which the leader's style may fall. (See figure 1).



The five resulting leadership styles are as follows:

1. **Impoverished Management (1, 1):** Managers with this approach are low on both the dimensions and exercise minimum effort to get the work done from subordinates. The leader has low concern for employee satisfaction and work deadlines and as a result disharmony and disorganization prevail within the organization. The leaders are termed ineffective wherein their action is merely aimed at preserving job and seniority.

2. Task management (9, 1): Also called dictatorial or perish style. Here leaders are more concerned about production and have less concern for people. The style is based on theory X of McGregor. The employees' needs are not taken care of and they are simply a means to an end. The leader believes that efficiency can result only through proper organization of work systems and through elimination of people wherever possible. Such a style can definitely increase the output of organization in short run but due to the strict policies and procedures, high labour turnover is inevitable.

3. Middle-of-the-Road (5, 5): This is basically a compromising style wherein the leader tries to maintain a balance between goals of company and the needs of people. The leader does not push the boundaries of achievement resulting in average performance for organization. Here neither employee nor production needs are fully met.

4. Country Club (1, 9): This is a collegial style characterized by low task and high people orientation where the leader gives thoughtful attention to the needs of people thus providing them with a friendly and comfortable environment. The leader feels that such a treatment with employees will lead to self-motivation and will find people working hard on their own. However, a low focus on tasks can hamper production and lead to questionable results.

5. Team Management (9, 9): Characterized by high people and task focus, the style is based on the theory Y of McGregor and has been termed as most effective style according to Blake and Mouton. The leader feels that empowerment, commitment, trust, and respect are the key elements in creating a team atmosphere which will automatically result in high employee satisfaction and production.

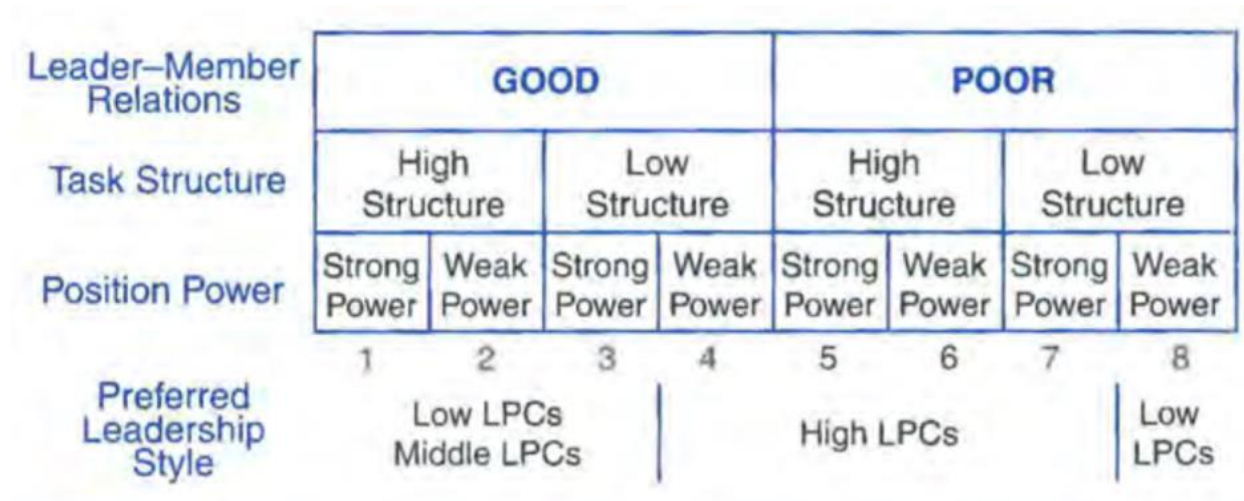
Advantages of Blake and Mouton's Managerial Grid

The Managerial or Leadership Grid is used to help managers analyze their own leadership styles through a technique known as grid training. This is done by administering a questionnaire that helps managers identify how they stand with respect to their concern for production and people. The training is aimed at basically helping leaders reach to the ideal state of 9, 9.

Limitations of Blake and Mouton's Managerial Grid

The model ignores the importance of internal and external limits, matter and scenario. Also, there are some more aspects of leadership that can be covered but are not.

Fiedler's Contingency Model



Fred E. Fiedler's contingency theory of leadership effectiveness was based on studies of a wide range of group effectiveness, and concentrated on the relationship between leadership and organizational performance. This is one of the earliest situation-contingent leadership theories given by Fiedler.

According to him, if an organization attempts to achieve group effectiveness through leadership, then there is a need to assess the leader according to an underlying trait, assess the situation faced by the leader, and construct a proper match between the two.

Leader's trait

In order to assess the attitudes of the leader, Fiedler developed the 'least preferred co-worker' (LPC) scale in which the leaders are asked about the person with whom they least like to work. The scale is a questionnaire consisting of 16 items used to reflect a leader's underlying disposition toward others. The items in the LPC scale are pleasant / unpleasant, friendly / unfriendly, rejecting / accepting, unenthusiastic/ enthusiastic, tense / relaxed, cold / warm, helpful / frustrating, cooperative / uncooperative, supportive / hostile, quarrelsome / harmonious, efficient / inefficient, gloomy / cheerful, distant / close, boring / interesting, self-assured / hesitant, open / guarded. Each item in the scale is given a single ranking of between one and eight points, with eight points indicating the most favorable rating.

Fiedler states that leaders with high LPC scores are relationship-oriented and the ones with low scores are task-oriented. The high LPC score leaders derived most satisfaction from interpersonal relationships and therefore evaluate their least preferred co-workers in fairly favorable terms. These leaders think about the task accomplishment only after the relationship need is well satisfied. On the other hand, the low LPC score leaders derived satisfaction from performance of the task and attainment of objectives and only after tasks have been accomplished, these leaders work on establishing good social and interpersonal relationships.

Situational factor

According to Fiedler, a leader's behavior is dependent upon the favorability of the leadership situation. Three factors work together to determine how favorable a situation is to a leader. These are:

- Leader-member relations - The degree to which the leaders is trusted and liked by the group members, and the willingness of the group members to follow the leader's guidance
- Task structure - The degree to which the group's task has been described as structured or unstructured, has been clearly defined and the extent to which it can be carried out by detailed instructions
- Position power - The power of the leader by virtue of the organizational position and the degree to which the leader can exercise authority on group members in order to comply with and accept his direction and leadership

With the help of these three variables, eight combinations of group-task situations were constructed by Fiedler. These combinations were used to identify the style of the leader.

Leadership Effectiveness

The leader's effectiveness is determined by the interaction of the leader's style of behavior and the favorableness of the situational characteristics. The most favorable situation is when leader-member relations are good, the task is highly structured, and the leader has a strong position power.

Research on the contingency model has shown that task-oriented leaders are more effective in highly favorable (1, 2, 3) and highly unfavorable situation (7, 8), whereas relationship-oriented leaders are more effective in situations of intermediate favorableness (4, 5, 6).

House's Path Goal Theory

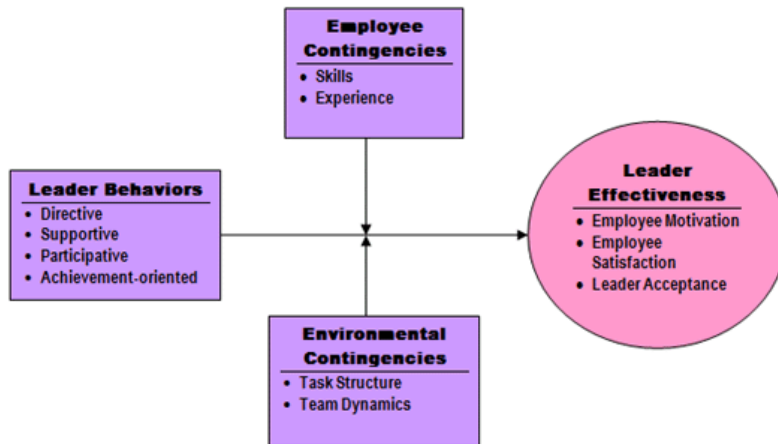
The theory was developed by Robert House and has its roots in the expectancy theory of motivation. The theory is based on the premise that an employee's perception of expectancies between his effort and performance is greatly affected by a leader's behavior. The leaders help group members in attaining rewards by clarifying the paths to goals and removing obstacles to performance. They do so by providing the information, support, and other resources which are required by employees to complete the task.

House's theory advocates servant leadership. As per servant leadership theory, leadership is not viewed as a position of power. Rather, leaders act as coaches and facilitators to their subordinates. According to House's path-goal theory, a leader's effectiveness depends on several employee and environmental contingent factors and certain Leadership Styles

The four leadership styles are:

- **Directive:** Here the leader provides guidelines, lets subordinates know what is expected of them, sets performance standards for them, and controls behavior when performance standards are not met. He makes judicious use of rewards and disciplinary action. The style is the same as task- oriented one.
- **Supportive:** The leader is friendly towards subordinates and displays personal concern for their needs, welfare, and well-being. This style is the same as people-oriented leadership.
- **Participative:** The leader believes in group decision-making and shares information with subordinates. He consults his subordinates on important decisions related to work, task goals, and paths to resolve goals.
- **Achievement-oriented:** The leader sets challenging goals and encourages employees to reach their peak performance. The leader believes that employees are responsible enough to accomplish challenging goals. This is the same as goal-setting theory.

According to the theory, these leadership styles are not mutually exclusive and leaders are capable of selecting more than one kind of a style suited for a particular situation.



Contingencies

The theory states that each of these styles will be effective in some situations but not in others. It further states that the relationship between a leader's style and effectiveness is dependent on the following variables:

- **Employee characteristics:** These include factors such as employees' needs, locus of control, experience, perceived ability, satisfaction, willingness to leave the organization, and anxiety. For example, if followers are high inability, a directive style of leadership may be unnecessary; instead a supportive approach may be preferable.
- **Characteristics of work environment:** These include factors such as task structure and team dynamics that are outside the control of the employee. For example, for employees performing simple and routine tasks, a supportive style is much effective than a directive one. Similarly, the participative style works much better for non-routine tasks than routine ones. When team cohesiveness is low, a supportive leadership style must be used whereas in a situation where performance-oriented team norms exist, a directive style or possibly an achievement- oriented style works better. Leaders should apply directive style to counteract team norms that oppose the team's formal objectives.

Conclusion

The theory has been subjected to empirical testing in several studies and has received considerable research support. This theory consistently reminds the leaders that their main role as a leader is to assist the subordinates in defining their goals and then to assist them in accomplishing those goals in the most efficient and effective manner. This theory gives a guide map to the leaders about how to increase subordinates satisfaction and performance level.

Life Cycle theory

Hersey Blanchard Model:

According to this model, the leader has to match the leadership style according to the readiness of subordinates which moves in stage and has a cycle. Therefore, this theory is also known as the life-cycle theory of leadership.

The theory, developed by Paul Hersey and Kenneth Blanchard, is based on the 'readiness' level of the people the leader is attempting to influence. Readiness is the extent to which followers have the ability and willingness to accomplish a specific task. Ability is the knowledge, experience, and skill that an individual possesses to do the job and is called job readiness. Willingness is the motivation and commitment required to accomplish a given task. The style of leadership depends on the level of readiness of the followers.

The readiness(R) is divided into a continuum of four levels which are:

R1 - low follower readiness - refers to low ability and low willingness of followers i.e. those who are unable and insecure

R2 - low to moderate follower readiness - refers to low ability and high willingness of followers i.e. those who are unable but confident

R3 - moderate to high follower readiness - refers to high ability and low willingness of followers i.e. those who are able but insecure

R4 - high follower readiness - refers to high ability and high willingness of followers i.e. those who are both able and confident

The direction is provided by the leader at the lower levels of readiness. Therefore, the decisions are leader directed. On the other hand, the direction is provided by the followers at the higher levels of readiness. Therefore, the decisions in this case are follower directed. When the followers move from low levels to high levels of readiness, the combinations of task and relationship behaviors appropriate to the situation begin to change.

For each of the four levels of readiness, the leadership style used may be a combination of task and relationship behavior.

- **Task behavior:** Extent to which the leader spells out the duties and responsibilities of a follower which includes providing them direction, setting goals, and defining roles for them. Usually a one- way communication exists which is meant to provide the direction to the followers.

- Relationship behavior: Extent to which the leader listens to the followers, and provides encouragement to them. Here, a two-way communication exists between the leader and the follower

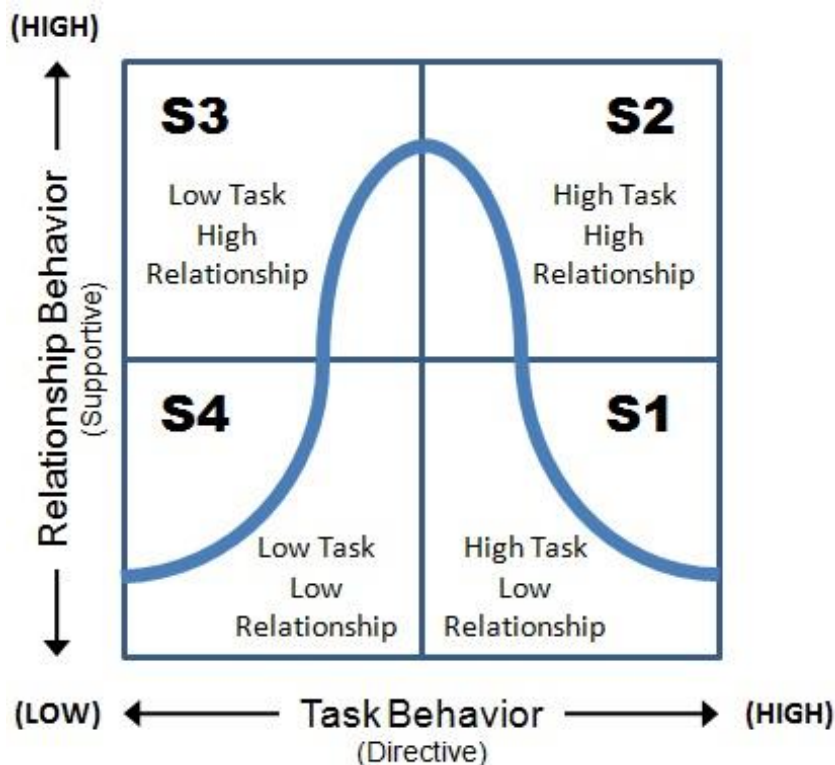
By combining the task and the relationship behavior, we arrive at the following four different styles of leadership which correspond with the different levels of readiness as shown in the Figure 1.

S1 - Telling: This style is most appropriate for low follower readiness (R1). It emphasizes high task behavior and limited relationship behavior.

S2 - Selling: This style is most appropriate for low to moderate follower readiness (R2). It emphasizes high amounts of both task and relationship behavior.

S3 - Participating: This style is most appropriate for moderate to high follower readiness (R3). It emphasizes high amount of relationship behavior but low amount of task behavior.

S4 - Delegating: This style is most appropriate for high follower readiness (R4). It emphasizes low levels of both task and relationship behavior.



UNIT-V

LEADERSHIP CHARACTERISTICS

- Courageous
- Ethical
- Resilient
- Humble
- Coachable
- Patient
- Problem-solver
- Motivated
- Honest
- Determined
- Creative
- Decisive
- Trustworthy
- Great communicator
- Positive outlook
- Purposeful
- Growth mindset
- Agile
- Emotional intelligence
- Confident
- Accountable



Type 1: Managerial Leader :

A managerial leader is the least effective of the five types of leaders. They have the least influence. People only follow them because they have to. They are not in the position to serve others. Their desire is to be served by others because they are in the position. They see others as tools to use to complete the objective for the day. They prefer to make decisions. Their weakness is character development.

Type 2: Relational Leader :

A relational leader builds relationships in order to influence others. People want to follow them because of who they are, not what they know. They develop mutual respect with others and work well with them. Although people want to follow them, they have not developed specialized knowledge. Their weakness is not making the necessary sacrifices to develop their competency.

Type 3: Motivational Leader:

A motivational leader seeks mutual benefit for themselves, others, and the organization. People want to follow them because of who they are and what they know. They influence others from the outside. They are process focused. They are trusted and deliver results for themselves, their families, their team, their organization, their customers, their suppliers, and their community. Their weakness is not making the necessary sacrifices to reproduce other motivational leaders.

Type 4: Inspirational Leader :

An inspirational leader inspires managerial and relational leaders to become motivational leaders. Their focus is on growing themselves in order to inspire others to grow. They influence others on the inside. They are people-focused not process-focused. They focus heavily on character development. True inspirational leaders are followed because of how much they care and who they are on the inside. They are inspired by the growth of those following them.

Type 5: Transformational Leader :

A transformational leader's passion and purpose is to transform others. They are the most influential of the five types of leaders and are highly respected. Their reputation precedes them. They are well known for developing leaders. Their influence touches people in all industries and across multiple generations. They have influenced many leaders for many years. Their influence is continuously being transferred through many other leaders at many different times in multiple locations.



Leadership Skills

Leadership Styles

Traditional Leadership

With a traditional leadership approach, the leader encourages people to do their jobs by providing them with guidance, direction and motivation. The main focus of a traditional leader is to improve the business position of the company or the organization in the market.

Transactional Leadership

Transactional leadership is a set of activities that involve an exchange between followers and leader and deal with daily tasks (Bass, 1990). Transactional leadership deals with those day-to-day tasks that get the job done. The Fiedler's Contingency Theory, Path-Goal are based on the concept of this exchange between leaders and followers. The leader provides followers with direction, resources and rewards in exchange for productivity and task accomplishment.

Inspirational leadership:

Inspirational leaders are value-driven leading from a deep sense of purpose and responsibility to create positive change. They have a clear understanding of what their values are and don't cave under pressure in situations where they'd need to sacrifice their values to achieve a result.

Inspirational leadership, at its core, is about finding ways to enhance the potential of those you lead in a way that works for them, and inspiring others to push themselves, achieve more and reach that potential. The methods by which this is done will vary from person to person, and business to business, but the outcome is always the same – people developing a greater confidence in what they can do, and applying this confidence in a way that benefits the organisation they work for.

Transformational Leadership:

Transformational leaders motivate and teach with a shared vision of the future. They communicate well. They inspire their group because they expect the best from everyone and hold themselves accountable as well. Transformational leaders usually exhibit the following traits:

- Integrity
- Self-awareness
- Authenticity
- Empathy

Servant Leadership:

A “servant leader” is someone, regardless of their level on the corporate hierarchy, who leads by meeting the needs of the team. Servant leadership occurs when the leader's main goal and responsibility is to provide service to their people. A servant leader focuses on the people that are directly below them, rather than the company as a whole. In servant leadership, the leader ensures that the followers are growing in all areas — their profession, knowledge, autonomy and even their health and physical development.

Values are important in the world of servant leadership, and those that lead within this network do so with generosity of spirit. Servant leaders can achieve power because of their ideals and ethics.

Emerging issues in leadership

Emotional intelligence

Emotional intelligence or EI is the ability to recognise, understand and handle your own emotions, and those of the people around you. People with a high degree of emotional intelligence know what they are feeling, what their emotions mean, and how these emotions can affect other people.

For leaders, having emotional intelligence is vital for success. Think about it: who is more likely to succeed at taking the organization forward – a leader who shouts at their team when under stress, or one who stays in control of their emotions and those of others, and calmly assesses the situation?

The original definition, as coined by the team of Salovey and Mayer (1990) is: emotional intelligence (EI) refers to the collection of abilities used to identify, understand, control and assess the emotions of the self and others.

According to Daniel Goleman, an American psychologist who helped to popularize emotional intelligence, there are five key elements to it:

- self-awareness;
- self-regulation;
- motivation;
- empathy, and;
- social skills.

The more a leader manages each of these areas, the higher their emotional intelligence.

- **Self-awareness:**

Self-awareness means you are always fully aware of how you feel, and you understand the effect your feelings and your actions can have on the people around you.

A self-aware leader maintains a clear picture of their strengths and weaknesses, and despite their position of authority and power still operates from a mindset of humility.

- **Self-regulation:**

Self-regulation prevents you from abusing your privilege of leadership to attack and/or stereotype others and making hurried or whimsical decisions that compromise your values. It calls for you to keep control of your emotions and how they affect others as well as stay committed to personal accountability.

- **Motivation:**

Self-motivated leaders work consistently toward their goals, motivate their employees and they have extremely high standards for the quality of their work.

They develop a healthy emotional connection to the results they seek from their efforts, harnessing them to drive them forward without being obsessive.

- **Empathy:**

Empathy is what allows you to put yourself in other people's shoes and consider their unique perspectives. This is very important when it comes to successfully leading a team or organisation.

Leaders with empathy actively support the career and personal growth of their team members, offer criticism without crushing the recipient, and solicit regular feedback from their employees. Such leaders are what it takes to motivate employees to perform above expectations.

- **Social skills:**

Leaders with good social skills are great at communication, which comes in very handy when it comes to getting their team pumped about a new project or objective.

They are emotionally intelligent enough to receive both good and bad news with the same clarity of mind and this makes their subordinates confident enough to update them on anything.

Leaders with good social skills are also great at planning, effecting and overseeing major changes in the workplace as well as resolving any arising disputes fairly and promptly.

What happens when leaders are emotionally intelligent?

Leaders who are emotionally intelligent foster safe environments, where employees feel comfortable to take calculated risks, suggest ideas and to voice their opinions. In such safe environments, working collaboratively isn't just an objective, but it gets woven into the organisational culture as whole.

When a leader is emotionally intelligent, they can use emotions to drive the organisation forward. Leaders often have the responsibility of effecting any necessary changes in the organisation, and if they are aware of others' possible emotional reactions to these changes they are able to plan and prepare the most optimal ways to make them.

Furthermore, emotionally intelligent leaders don't take things personally and are able to forge ahead with plans without worrying about the impact on their egos. Personal vendettas between leaders and employees are one of the commonest hindrances to productivity in many workplaces.

What happens when leaders aren't emotionally intelligent?

Leaders who are low in emotional intelligence tend to unravel in stressful situations because they fail to handle their own emotions and this might manifest as verbal attacks on others and being passive aggressive. This can create an even more stressful environment

Not being emotionally intelligent hinders collaboration within the organisation.

Trust as a factor

The leader who does not establish trust will have no followers. Trust is the primary attribute associated with leadership, and trust that is broken can have an adverse effect on a group's performance. People are unlikely to follow someone they think is dishonest, or someone they think will take advantage of them. Conversely, when followers trust a leader, they're willing to be vulnerable to the leader's actions.

What Is Trust?

Trust is a positive expectation that another individual will not act opportunistically at another's expense. Trust is dependent on history, based on relevant but limited samples of experience. Trust involves five key dimensions:

- Integrity: the honesty and integrity of the individual.
- Competence: the knowledge and ability of the individual.
- Consistency: the reliability of the individual.
- Loyalty: the willingness of the individual to protect the interests of another.
- Openness: the individual's willingness to be forthcoming with others.

In today's world of business, there are plenty of reasons for trust to be deteriorating. Wells Fargo took advantage of sales teams and, with them, their own customers, and their predatory behavior was called onto the carpet in front of Congress. Volkswagen's faked emissions testing cost their business customers and international relations. Facebook has been taken to task for lax security measures around users' personal information, and the lack of checks and balances in their advertising policies may have influenced our country's presidential election.

Whether trust is lost between a leader and a follower, or a customer and a company, it costs the organization money.

Types of Trust:

There are three types of trust in organizational relationships.

Deterrence-based trust. Deterrence-based trust is based on the fear of reprisal if trust is violated. A new employee might extend deterrence-based trust to his or her new manager, understanding that there is limited experience on which to base any other trust.

Knowledge-based trust. This trust is the most common, and it's based on the behavioral predictability that comes from a history of interaction.

Identification-based trust. This is the highest level of trust achieved between two individuals, because it's an emotional connection between them. This trust is based on a mutual understanding of each other's intentions and appreciation of the other's wants and desires.

The Three Elements of Trust:

By understanding the behaviors that underlie trust, leaders are better able to elevate the level of trust that others feel toward them. Here are the three elements.

Positive Relationships. Trust is in part based on the extent to which a leader is able to create positive relationships with other people and groups. To instill trust a leader must:

- Stay in touch on the issues and concerns of others.
- Balance results with concern for others.
- Generate cooperation between others.
- Resolve conflict with others.
- Give honest feedback in a helpful way.

Good Judgement/Expertise. Another factor in whether people trust a leader is the extent to which a leader is well-informed and knowledgeable. They must understand the technical aspects of the work as well as have a depth of experience. This means:

- They use good judgement when making decisions.
- Others trust their ideas and opinions.
- Others seek after their opinions.
- Their knowledge and expertise make an important contribution to achieving results.
- Can anticipate and respond quickly to problems.

Consistency. The final element of trust is the extent to which leaders walk their talk and do what they say they will do. People rate a leader high in trust if they:

- Are a role model and set a good example.
- Walk the talk.
- Honor commitments and keep promises.
- Follow through on commitments.
- Are willing to go above and beyond what needs to be done.

Gender and Leadership

Leadership is not gender-specific. It is a set of leadership qualities inherent or cultivated in person or persons who develop themselves into great leaders with mass following. Leaders can be either men or women.

Although leadership skills are acquired and shown by both men and women, there exists certain differences in the basic traits and qualities possessed by men and women leaders. Men and women mostly show distinctly different styles of leadership.

Different Genders' Leadership Styles:

For transactional leadership style, women always exceeded men when it came to the positive aspects. Meanwhile, men always exceeded women when it came to the negative attributes of the style.

In another way to say, women always won when it was good to win and men always won when it was bad to win.

"Men are strong and decisive. Women build bridges of empathy. Men get things done. Women care more about the process".

The transformational leadership style that women typically use makes them better than men at negotiating. There are many communication strengths for female leaders: they enhance team work, win the trust of the people they work with, and encourage innovation.

Male leaders also have many advantages: they tend to set strong boundaries, assign clear responsibilities and weed out weak performers.

Male Leaders vs. Female Leaders: Which Make Better Leaders?

female leaders are superior to male leaders in many aspects. But this does not mean male leaders are not as good as female leaders.

Several studies on gender differences have found very little discrepancy between men's and women's leadership qualities. Male leader can handle better on "taking charge" while female leaders are better at "taking care".

Since male leaders are more "masculine", they are good at solving problems, delegating, and influencing superiors. Female leaders are more "feminine", they are more likely to be supporting and rewarding others, building team and consulting.

Interestingly, some male leaders are better at networking, which generally is seen as a "feminine" behavior. Some female leaders are better than males at solving problems, an ability regarded as male leadership style.

Female leaders exhibit more democratic and participative leadership styles, while men are credited with autocratic behavior perceived as negative when applied by females.

Cultural conditioning and religion plays a role in elaborating the different perceptions of women and men in leadership.

Different leaderships blend together:

Although there are many advantages by using feminine leadership style, smart companies are making room for a diversity of styles, encouraging the development of women leaders along with the men. Men tend to be more direct and goal-oriented while women tend to be relationship-oriented and seek harmony. Men and women can learn

strengths from each other. Many women are combining the best of the traditional styles, such as focus on performance, into their leadership style, while men are adopting the so-called "soft" management approaches that women use effectively. For the fortunate businesses, these different styles should be complementary rather than confrontational.

Men and women managers can work comfortably together at the top, and they can produce a synergism that gives the company it would not receive if two men or two women were in those job..

Women in Leadership

Women are gradually making their leadership presence felt in entrepreneurship, administration, education, engineering, health, etc. at regional, national, and global levels. Women are now resolved to break the traditional glass ceiling that barred them from entering leadership positions even if they possessed requisite skills and talent to occupy them.

Women are constantly evolving and reaching new milestones across a wide spectrum of human activities in modern times. The world has witnessed the advent of women leaders such as Hillary Rodham Clinton, Indra Nooyi, Oprah Winfrey, Theresa May, Christine Lagarde, to name a few.

Characteristics of Women Leadership

In this section, we have highlighted some of the common characteristic features of women leaders –

Transformational Leadership Style

Women leaders are more transformational than men leaders. They function as a role model for their subordinates. They inspire their team and spend a lot of time coaching their team. They care a lot about their personal development. Women leaders emphasize teamwork and authentic communication as a key to success. For most women leaders, leadership is not meant only for accomplishing organizational goals but for transforming their followers into better people.

Task-Focused

Women leaders are invariably focused on completion of tasks assigned within deadlines. From an operational point, completing day-to-day tasks are necessary to ensure smooth functioning of the company.

Prefer to Work in Collegial Atmosphere

Women leaders generally prefer leading and creating flat organizational structures that enables all to work in a collegial atmosphere interdependently. Flat organizational structure overlooks the

experience and knowledge of seasoned employees and the manager. Women leaders usually are critical of hierarchical structure of organization.

Promote Cooperation and Collaboration

To work in collaboration with others is a typical feminine characteristic. Women leaders always promote cooperation and collaboration amongst the team members. In this case, all the members of the team need to be clear of their roles and responsibilities, otherwise, it results in redundant work.

Communication Style

Women leaders tend to be participatory and possess a democratic style of leading people. They seem to abhor 'command and control style' practiced by male leaders. Women often times indirectly communicate their expectations of a given task and allow more space in accomplishing a goal. It sometimes helps the team members use their skills and expertise to complete the task, however, at other times it can be a drawback if the assigned task requires a leader to have direct communication with the members.

Self-Branding

Unlike their male counterparts, women leaders often appear to be modest or silent about their own accomplishments. They are seldom good at branding themselves. However, it is necessary that women leaders learn how to brand themselves by sharing their achievements and skills with others. Unless people know or notice what they are capable of, they cannot recognize the leadership qualities of a women leader.

Women in Leadership — Importance

Any institution, whether it is society or organization, in the present century cannot function effectively without women's equal participation in leadership activities. Women create a perspective that brings to competition and collaboration to organizations and teams.

In today's world, organizations that are led by inclusive leadership teams make effective decisions that deliver better result. In the twenty-first century, the essential qualities required to lead include the ability to collaborate, connect, empathize and communicate. All these qualities are feminine in nature and can help build a more sustainable future.

Many statistics show that companies led by women have better financial results. Leadership by women is vital to increase the pace of societal transformation at home and in the workplace. Women leaders are likely to provide an integrated view of work and family, resulting in an engaged and promising personal and professional future.

Gender parity in leadership is important because true progress cannot happen without a diversity of perspective in leadership roles.

Representation of Women in Different Sectors

Representation of women in different sectors refer to the percentage of women employees working in various sectors. In the past, women were grossly underrepresented in politics, businesses, education, manufacturing, science and technology, etc. However, this situation is changing steadily.

In the US, women are 50.8 percent of the total population. They earn almost 60 percent of undergraduate degrees and 60 percent of all master's degrees. They do fairly well in law, medical degrees, business administration and management. Women account for 47 percent of the US labor force and 49 percent of the college-educated workforce.

Women in the US account for 52 percent of the professional-level and middle-management jobs. However, they lag substantially behind men when it comes to their representation in leadership positions. While 45 percent of the overall S&P (Standard and Poor's) and 37 percent of first or middle level officials and managers in those companies, they are only 25 percent of executive and senior-level official manager.

In the legal field, they are 45 percent of associates but only 20 percent of partners and 17 percent of equity partners. In the medicine sector, women comprise 35.5 percent of all physicians and 26 percent of permanent medical school deans. In case of academia, women are only 30 percent of full professors and 26 percent of college presidents. In politics, women represent only 6.2 percent of the total members of Congress, whereas in the UK 19.4 percent of Members of Parliament are women. They are only 12 percent of governors and only 17 percent of the mayors of the 100 largest American cities. In the UK, 30.8 percent of local councilors are women.

The above-mentioned facts and figures, though indicate a rise in women representation in different sectors, it shows that women representation in decision-making positions is far from being satisfactory. Much remains to be done to increase the number of women at strategic and decision-making positions.

Women in Leadership – Benefits:

Women constitute half of the working-age population in the world. Companies led by women seem to have traditionally fared better than their counterparts during times of financial crisis. A study carried out by Pew Research Center on women and leadership suggests that there is little difference between men and women in key leadership traits such as the ability to innovate and intelligence, while many observe that they are even better than men when it comes to being compassionate and organized.

Benefits of women leadership in different sectors are manifold and they are as significant as those from male leadership. Women leadership is found to be good for financial health of an

organization. Organizations having females as board members show significantly better financial performance than those having low female representation.

Better financial health of the organization leads to better job opportunities, higher productivity, and more growth and development. Various studies have found that women are equipped with better relationship building skills. They are also found to be good at inspiring and motivating others.

- Women Unify Diverse Groups
- Women Value Accountability
- Women Embrace Collaboration

Women in Leadership – Barriers:

It is established that women leadership has distinct benefits and women leaders are endowed with certain natural qualities such as collaboration, empathy, and considerateness which have become essential ingredients in present leadership trend. However, the subtle gender bias that still persists in the society, community, families, and organizations stand as a strong barrier to women leadership.

Efforts have been made by governments, corporate houses, and social organizations to enable women to give meaning and recognition to their innate leadership qualities and establish themselves as active leaders in the society. It will help build a progressive and developed human society.

However, several barriers still persist that hinder the growth of women into independent leaders. Let us discuss some significant barriers to women leadership in the present time.

- **The Glass Ceiling:**
- The proverbial "glass ceiling" refers to the existence of intangible and unacknowledged impediments that obstruct the advancement of women and the weaker section of the society in professional or public life.
- **Professional Competency:**
- Professional competency refers to possessing abilities and skills by a person to discharge professional duties and responsibilities as efficiently and effectively as possible. The nature and characteristics of such abilities and skills vary from profession to profession.
- **Gender Disparity:**
- Gender disparity is based on the premises that women and men are unequal and women are less powerful than men. Gender disparity or gender inequality has been a barrier to women leadership since ancient times. It still remains a major barrier to empowerment of women and development of women leadership.
- Discriminating Social Structure
- Low Representation in Leadership Positions
- Political Apathy
- Maintaining Work-Life Balance

- Apart from the above barriers to women leadership, there are other society-culture-specific impediments to women's progress into leadership positions. There is need for devising women-friendly policies to inspire women to vie for leadership positions and continue to lead independently.

Leadership Qualities of Abraham Lincoln

- Let us consider some of the leadership traits that made President Lincoln one of the great presidents in American history. Lincoln's leadership traits have stood the test of time and while not perfect as a leader, Abraham Lincoln demonstrated characteristics from which all of us can continue to learn.
- Lincoln was confident enough in himself and his ability to pull into his inner circle many of his rivals who were his worst enemies at an earlier time. Some of these men became his most trusted advisors.
- Lincoln's personal qualities enabled him to form friendships with men who had previously opposed him. He consistently found ways to find a common ground with those who opposed him. Lincoln saw mistakes made by those on his team as his responsibility. He knew how to control his anger and how to communicate his anger toward those around him; he quickly resolved the situation and refused to let conflict fester.
- One of Lincoln's great leadership traits was his sense of integrity and strong principles. He was willing to compromise but his core principles did not change. He inspired loyalty and dedication.
- Lincoln's communication skills were extraordinary. He was not a slick public speaker but people believed that he believed what he was saying; That may be where the expression "Honest Abe," came from.
- Capacity to Listen to Different Points of View
- Ability to Learn on the Job
- Ready Willingness to Share Credit for Success
- Ready Willingness to Share Blame for Failure
- Awareness of Own Weaknesses
- Ability to Control Emotions
- Know How to Relax and Replenish
- Go Out into the Field and Manage Directly
- Strength to Adhere to Fundamental Goals
- Ability to Communicate Goals and Vision

Leadership Qualities of Mahatma Gandhi

Mahatma Gandhi was a very empowering and Visionary leader. Mahatma Gandhi was an empowering leader not only because he empowered all Indians on a salt march to corrupt the British economic system. Since he was pioneer of Satyagraha, he also inspired all Indians to understand and learn resistance through non-violent civil disobedience. Gandhi was a visionary leader. He gave Indians a new spirit, a sense of self-respect and a feeling of pride in their civilization, he is something more than a mere politician. He is a great statesman and a man of vision.

In India, Gandhi established the acknowledgment by leading through example, he established himself as a slave of the people of India, empowering the general public. He made it his policy to practice what he preached, even the small things like spinning yarn to make his clothes. He resorted to simple and poor living, just like millions in the country, hence people looked at Gandhi as one of their own, they could see their own sufferings in him.

Gandhi had already been recognized through his work and movements in South Africa. People already had great honor and hopes from him due to what he had achieved, his non-violent methods were also very well respected within the Indian society. Since he was already visionary and empowering, Mahatma Gandhi was a Transformational leader. He always empowered his followers towards success, he gave them hope where there may be none. One of the most outstanding qualities of Gandhi which makes him a great transformational leader of modern history was his long term vision, self confidence which was perhaps perceived as someone who was stubborn and strong principles of righteousness.

1. Be The Change, We Want To See

Gandhi's greatest ability was to walk his talk at every level and in every way. He practised what he preached at every possible level. Mahatma Gandhi sacrificed his thriving law practice and adopted a simple life to live among the millions who lived in poverty during his freedom struggle. Often, we as leaders expect our team to remain honest to the work, maintain project deadline but it's often we fail to accept their honestly.

2. Persistence

A critical success for Gandhi was the support he got across the nation. A significant part of this was due to his extraordinary persistence once he had articulated his vision and his methods. His determination in following through on what he preached was often at a cost to his own well-being. So, as leaders, your persistence and your patience go long way. It builds faith and stability in the team as well.

3. Accepting Failure

There were quite a number of times Gandhi failed; each time he used the failure to improve his leadership skills and to improve himself and the task at hand. Mahatma shows us that even the best leaders still fail and make mistakes. He also shows that the difference between good leaders and great leaders is that the great leaders acknowledge and learn from their mistakes.

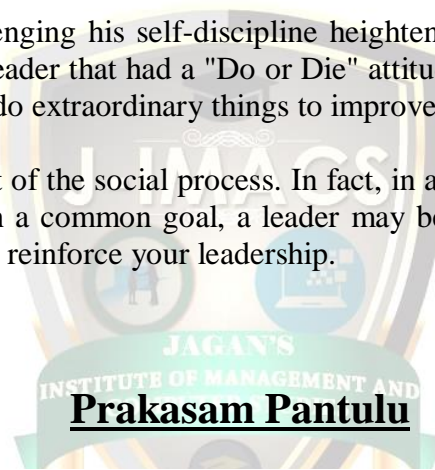
4. People's Empowerment

In business, empowerment is all about making sure everyone is connected to the organization's goals. Gandhi has a way of doing that: making sure that everyone in the cause is connected to the goal. He not only had self-belief but he had the ability to inspire the Indian people to believe in themselves and their goal of freedom.

5. Discipline

Mahatma believed that challenging his self-discipline heightened his commitment to achieving his goals. He was a focused leader that had a "Do or Die" attitude. He 'would free India or die in the process. Mahatma would do extraordinary things to improve his discipline and commitment.

Leadership is a necessary part of the social process. In fact, in any given situation where a group of people want to accomplish a common goal, a leader may be required. We hope recollecting these skillsets would help you reinforce your leadership.



Shri Tanguturi Prakasam Pantulu was one of the foremost leaders of our freedom struggle. Through his dauntless courage and sacrifice he won widespread admiration. The people of Andhra Pradesh in particular, have derived much inspiration from his achievements as fighter, editor and political leader.

Tanguturi Prakasam Pantulu, the first Chief Minister of the Andhra State and the most popular Andhra leader of this country was born on 23rd of August 1872 at a village called Kanuparthi (then in Guntur district). He is popularly known as 'Andhra Kesari'.

Early Life: His father Gopalakrishnayya was a village headman. He migrated to Nellore district where he secured a job of earning in Rs. 8 a month in the Venkatagiri estate. Prakasam Pantulu had his primary education at Nayudupeta. In 1880 when Prakasam Pantulu was only eight years of age, his father died and the burden of maintaining the family consisting of three young children fell on his mother, a courageous lady with an independent bent of mind. As she did not want to be a drag on her brother, she migrated to Ongole with her children and set up a private mess opposite the Munsiff's court.

Education: Tanguturi Prakasam Pantulu continued his studies in the Government Middle School at Ongole where he came under the influence of the Mathematics teacher, Immaneni Hanumantha Rao Naidu. Sri Naidu played a very important part in shaping the career of Prakasam. When Hanumantha Rao Naidu left Ongole for Rajahmundry to join his new post, Prakasam followed him and continued his studies there.

Rajahmundry was at that time an active centre of Telugu dramas. Popular dramas written by Chilakamarti Lakshmi Narasimham were frequently enacted. Tanguturi Prakasam was drawn towards the stage. He along with his mentor, Hanumantha Rao Naidu took leading roles in plays like Gayopakyanam. Prakasam was also involved in quarrels of different theatre companies. He became notorious as a ‘rowdy’. As a result of these activities, his studies were neglected and he failed in the Matriculation examination. But he managed to pass the examination in his second attempt. He then joined the F.A. class in the Government Arts College, Rajahmundry. He passed the F.A. examination when he was 19 years of age. He wanted to become a pleader, but was not allowed to take up the pleader’s examination on the grounds that he had ‘not yet cut his wisdom tooth.’ He therefore waited for two years and joined the Madras Law College in 1893.

He started practice at Rajahmundry in 1897, and soon began to amass a fortune. He was involved in Municipal politics and became the Chairman of the Rajahmundry Municipality. In October 1903 he sailed for England to qualify himself as a barrister.

He returned to India in 1906 and set up practice at Madras in 1907. Mr. Justice Wallace advised Prakasam to set up practice in a moffusil town as he felt that an Andhra barrister could not face the competition from the Tamil lawyers of Mylapore. Prakasam did not accept this advice and decided to face the competition from the Tamil lawyers. Within two years he became a leading member of the Bar and usurped the entire practice relating to the Andhra districts. Prakasam began to take lively interest in the politics of the country. Soon after he had set up practice in Madras in 1907, Bipin Chandra Pal visited that city on a lecture tour. When no prominent citizen came forward to preside over the meetings of Pal, Tanguturi Prakasam came forward and presided over all the meetings of Pal in Madras. During the next fourteen years he had a lucrative practice. During this period he edited the journal Law Times. He went to England twice to argue cases before the Privy Council.

As Chief Minister: He served as Chief Minister of Madras Presidency from 30th April, 1946 to 23rd March, 1947. After Indian Independence, the state of Hyderabad was created on 1st October, 1953. Tanguturi Prakasam Pantulu was elected on 1st October 1953.

Dr. B.R. Ambedkar

Introduction

Dr. Bhimrao Ramji Ambedkar, popularly known as Babasaheb Ambedkar, was one of the main architects of the Indian Constitution.

He was a very well known political leader, philosopher, writer, economist, scholar and a social reformer who dedicated his life to eradicating untouchability and other social inequality in India.

He was born on 14 April 1891 in Madhya Pradesh in Hindu Mahar Caste. He had to face severe discriminations from every corner of the society as the Mahar caste was viewed as "untouchable" by the upper class.

Main Architect of Indian Constitution:

Babasaheb Ambedkar's legal expertise and knowledge of the Constitution of different countries was very helpful in the framing of the constitution. He became chairman of the Drafting Committee of the Constituent Assembly and played an important role in framing the Indian Constitution.

Among others, his most important contributions were in areas of fundamental rights, strong central government and protection of minorities.

Article 32 guarantees judicial protection to the Fundamental Rights which makes them meaningful. For him, Article 32 was the most important article of the constitution and thus, he referred to it "soul of the Constitution and very heart of it".

He supported a strong central government. He was afraid that Casteism is more powerful at the local and provincial levels, and the government at this level might not protect the interest of lower caste under pressure of upper caste. Since the National government is less influenced by these pressures, they will ensure protection to lower caste.

He was also afraid that the minority which is the most vulnerable group in the nation may convert into political minorities too. So democratic rule of 'One man one vote' is not sufficient and the minority should be guaranteed a share in power. He was against 'Majoritarianism Syndrome' and provided many safeguards in the Constitution for the minorities.

Indian constitution is the lengthiest constitution in the world because various administrative details have been included. Babasaheb defended it saying that we have created a democratic political structure in a traditional society. If all details are not included, future leaders may misuse the Constitution without technically violating it. Such safeguards are necessary. This shows that he was aware of the practical difficulties which India will face once the Constitution would have been implemented.

Constitutional Morality:

In Babasaheb Ambedkar's perspective, Constitutional morality would mean effective coordination between conflicting interests of different people and administrative cooperation.

It will help to resolve the conflict amicably without any confrontation amongst the various groups working for the realization of their ends at any cost.

According to him, for India, where society is divided on the basis of caste, religion, language, and other factors, a common moral compass is needed, and the Constitution can play the role of that compass.

Democracy:

He had complete faith in democracy. While dictatorship may produce quick results, it can not be a valid form of government. Democracy is superior as it enhances liberty. He supported the parliamentary form of democracy, which aligns with other national leaders.

He emphasized 'democracy as a way of life', i.e. democracy not only in the political sphere but also in the personal, social and economic sphere.

For him, democracy must bring a drastic change in social conditions of society, otherwise the spirit of political democracy i.e. 'one man and one vote' would be missing. Democratic government can arise only from a democratic society, so as long as caste hurdles exist in Indian society, real democracy can not operate. So he focused on the spirit of fraternity and equality as the base of democracy to bring out social democracy.

Along with the social dimension, Ambedkar focused on the economic dimension also. While he was influenced by liberalism and parliamentary democracy, he also found the limitation of them. As per him, parliamentary democracy ignored social and economic inequality. It only focused on liberty while true democracy must bring both liberty and equality.

Social Reforms:

Babasaheb had devoted his life to remove untouchability. He believed that the progress of the nation would not be realized without the removal of untouchability, which means the abolition of the caste system in totality. He studied Hindu philosophical traditions and made a critical assessment of them.

For him, Untouchability is the slavery of the entire Hindu society. While Untouchables are enslaved by Caste Hindus, Caste Hindus themselves live under slavery of religious sculptures. So the emancipation of the untouchables leads to the emancipation of the whole Hindu society.

Priority to Social Reform:

He believed that Economic and Political issues must be resolved only after achieving the goal of social justice. If political emancipation precedes social emancipation, it will lead to the rule of upper-caste Hindu, and atrocities on Lower Caste.

The idea that economic progress will lead to social justice is ill-founded as Casteism is an expression of the Mental Slavery of Hindus. So for social reform, Casteism has to do away with.

Social reforms consisted of family reform and religious reforms. Family reforms included removal of practices like child marriage etc. He strongly supports the empowerment of women. He supports women's rights of property which he resolved through Hindu Code Bill.

On Caste:

The caste system has made Hindu society stagnant which creates hurdles in integration with outsiders. Even internally, Hindu society fails to satisfy the test of a homogeneous society, as it

is just a conglomeration of different castes. The caste system does not allow lower castes to prosper which led to moral degradation. Battle for the removal of untouchability becomes the battle for human rights and justice.

Methods Adopted to Remove Untouchability:

Creating self-respect among untouchables by removing the myth of inherent pollution that has influenced their minds.

Education:

For Babasaheb, knowledge is a liberating force. One of the reasons for the degradation of untouchables was that they were denied the advantages of education. He criticized the British for not doing enough for the education of the lower caste. He insisted on secular education to instill values of liberty and equality among the students.

Economic progress:

He wanted untouchables to free themselves from the bondage of the village community and traditional jobs. He wanted them to achieve new skills and start a new profession and move to cities to take advantage of industrialization. He described villages as 'a sink of localism, a den of ignorance, narrow mindedness, and communalism'.

Political strength:

He wanted untouchables to organize themselves politically. With political power, untouchables would be able to protect, safeguard and introduce new emancipatory policies.

Conversion:

When he realized that Hinduism is not able to mend its ways, he adopted Buddhism and asked his followers to do the same. For him, Buddhism was based on humanism and believed in the spirit of equality and fraternity.

“I’m reborn, rejecting the religion of my birth. I discard the religion which discriminates between a man and a man and which treats me as an inferior”.

So at the social level, education; at the material level, new means of livelihood; at political level, political organization; and the spiritual level, self-assertion, and conversion constituted an overall program of the removal of untouchability.

Relevance of Ambedkar in Present Times

Caste-based inequality in India still persists. While Dalits have acquired a political identity through reservation and forming their own political parties, they lack behind in social dimensions (health and education) and economic dimension.

There has been a rise of communal polarization and communalization of politics. It is necessary that Ambedkar's vision of constitutional morality must supersede religious morality to avoid permanent damage to the Indian Constitution.

Conclusion

According to historian R.C Guha, Dr. B.R. Ambedkar is a unique example of success even in most adverse situations. Today India is facing many socio-economic challenges such as casteism, communalism, separatism, gender inequality, etc. We need to find the Ambedkar's spirit within us, so that we can pull ourselves from these challenges

J.R.D. Tata

Ratan Tata is one of the most influential leaders India . He was born on 28 December 1937 in Surat. The 81-year-old man began his career in 1961 with the Tata group. He led the company from a \$ 1.5 billion market cap to a \$ 100 billion market cap with his great leadership. Tata group was founded in 1868 which was headquartered in Mumbai, India. Ratan Tata is the grandson of Jamsetji Tata, who is well known as “The Father of Indian Industry.” He spent around 21 years to lead the Tata Sons from 1991-2012 and he is called a “born leader” for his contributions to the business and industry as a whole. Ratan Naval Tata has also been awarded “PadamVibhushan” and “PadamBhushan” in the year 2008 & 2000 respectively for his contribution towards trade and industry.

Leadership Qualities and Styles of Ratan Tata:

He has great leadership qualities and skills from which we can learn how to be a great and influential leader in the future. We will discuss some of his illustrious leadership qualities and skills. We can consider these as lessons from Ratan Tata .

A Visionary Leader: He is a true visionary leader and he knows where he is right and where he wants his company to be. When he joined the company, no one knew this company would run outside of India. But Ratan Tata made it possible with his vision and now half of Tata’s revenue comes from global.

Ability to Motivate Others: He has an eminent quality to inspire and motivate people. He can be able to motivate his employees in order to get the job done effectively and efficiently. He has also made it sure by his leadership quality that employees and management should be stick to the company’s values.

Humility: Ratan Tata has remained a humble man throughout his career. Staying humble made him a great leader and he always put himself grounded. As a result, he could easily serve his organization and its employees according to their interests.

A Man of Values: He believes that a company should be run on principles, not on personalities. Mr. Ratan Tata and his company Tata had some core values which they followed all through their journey. He is also well known for promoting financial transparency and intense vetting for grants for projects which help the needy people. Furthermore, public safety and welfare are some of their core values which they always followed. This leadership quality has made them one of the most trusted groups worldwide.

A Man with Positive Attitude: He always has a positive attitude and he puts a smile on his face in every situation. He always possesses a positive outlook towards any difficult situation. He always tries to be a doer, not a criticizer.

Risk Taker: He always believes in taking the risk. He thinks that life is not lived unless he takes chances and learns how to survive the odds of new challenges. Once he said, “I don’t believe in making the right decisions. I take decisions and make them right.”

A Man with Promise: He is a man of keeping the promise. For example, one of his pet projects Nano was mired in controversy about land acquisition for the factory. After the protest of farmers in Singur, West Bengal, his company had to pull out of the state. But after all these happenings, He kept his promise run this project. Tata was shifted to Gujarat and delivered its promise to build the cheapest car.

Few other leadership traits of Ratan Tata are given below:

- Decision Maker
- Initiator
- A Man of Integrity
- A lifelong learner

His leadership styles helped him to run the business smoothly. Mr. Ratan is an unwearied individual. He never keeps his work undone for tomorrow. He is also capable of bringing tremendous energy in any matter, be it finance, technical stuff or business. He also created a structure in his organization through which his company transfers a huge amount of responsibility from the center to states. As a result, different types of leaders come out from different business environments.

Leadership Skills of Ratan Tata

A Man with Management Skills: Ratan Tata possesses management skills even before he was a leader. He understands very well when changing the management style in order to lead his organization through a certain process. The management style of the whole Tata Group has changed remarkably after Ratan Tata became the leader of the Group. With the help of his management skills, trust has become a huge facet of the Tata group. Ratan Tata approached

different managerial skills in a short period of time when quick and informed decisions need to be taken. Being a man of few words, he has the leadership skill to push for bold international deals specifically at the time of global acquisitions of business powerhouses namely Jaguar, Corus and Tetley Tea, etc.

Creative: Ratan Tata is a man with creative skills. As a leader, he has to take a number of decisions and he has to think out of the box. He is creative in investing in different companies to safeguard his investments. Such as he obtained a stake in Snapdeal, a leading e-commerce site, and Chinese giant Xiaomi. With the help of his creativity, he ensures that his investment is safe by investing his money in different projects. Moreover, he used his excellent creativity both in Titan Edge watches which developed the world's thinnest watch and in Nano which has become the cheapest car in the world.

Expert in Handling Human Relations: Human relations is very important to bring success to the company. Ratan Tata has the skill to handle human relationships in a good manner. He gives great importance to this matter. He is an expert in bringing all the officers of his company together and inspires them to work with unity of command and direction. According to Jaago Re campaign, he included Tata Group's CEO's concept of community philanthropy in the workplace as evidence of Tata Group's steadfast commitment to social service.

In conclusion, few leaders have created deep impacts in India and also globally. Ratan Tata is undoubtedly one of them. He is India's best brand ambassador who consolidates many qualities that are simple but great and are being ignored by many leaders on the race to the top.

