

UNIT-3

ORGANISATION CULTURE

INTRODUCTION:

Organizational culture is a system of shared meaning held by members that distinguishes an organization from other organization. Organizational culture is the set of values that helps the organizations employees understand which actions are considered and which are acceptable. Basically organizational culture is the personality of the organization. Organization culture is the Collection of relatively uniform and enduring values, beliefs, customs and practices that are uniquely shared by an organization's members and which are transmitted from one generation of employees to the next.

DEFINITION OF ORGANISATION CULTURE:

“organization cultural refers to a system of shared meaning held by members that distinguishes the organization from other organization”.

-ROBBINS

OBJECTIVES OF AN ORGANISATION CULTURE

- A. Giving the organization clear pictures of their culture from an unbiased assessment.
- B. Maximizing a strategic plan for culture change in each employee.
- C. Identifying and eliminating the subtle and overt barriers to productivity.
- D. Enhancing respect for all individuals.
- E. Enabling and encouraging different management style to flourish.

TYPES OF CULTURE

1.**ACADEMY CULTURE**: Employees are highly skilled and tend to stay in the organization while working their way up the ranks. The organization provides a stable environment in which employees can develop and exercise their skills.

2.**BASE BALL TEAM CULTURE**: Employees are free agents who have highly prized skills. They are in high demand and can get jobs elsewhere rather easily. This type of culture exists in fast faced high risk organizations. Like investment banking, advertising etc.

3.**CLUB CULTURE**: The most important requirements for employees in this culture is to fit into the group. Usually employees start at the bottom and stay with the organization. The organization promotes from within and highly values seniority. Example, military, some law firms etc.

4.**FORTRESS CULTURE**: There are certain organizations where the employees are not very sure about their career and longevity. Such organizations follow fortress culture. The employees are terminated if the organization is not performing well. Individuals suffer the most when the organization is at a loss. Example, Stock broking industries follow such a culture,& savings and loans large car companies etc.

5.**PERSON OR SUPPORT CULTURE**: this culture is offers its members satisfaction resulting from relationships mutuality's belonging and connection. In this culture autonomy over the work they do and if power is to be exercised then this ison the basis of expertise.

2. FUNCTIONS OF ORGANIZATION CULTURE:

- i. It distinguishes one organization from the other. It creates brand name for the organisation. It develops a sense of identity amongst members.
- ii. The members associate themselves with the organization.
- iii. Employees of Earnest & Young feel proud to be part of the company because of its strong culture.
- iv. It promotes commitment amongst employees to achieve organizational goals.
- v. Employees subordinate individual interests for the larger corporate results.
- vi. It develops appropriate standards for employees and holds them together to achieve those standards.
- vii. It provides a control mechanism for shaping the attitude and behavior of employees.
- viii. It gives direction to organizational activities and ensures that everyone moves in the same direction.

ORGANISATION CLIMATE :

Organizational climate does not deal with values and norms. It is concerned with the current atmosphere in an organization. "Wow this place has an amazing energy people are really friendly and it feels positive". That's the climate. Essentially the climate is the perceptions and attitudes of the people in the culture. Organizational climate is also referred to as the situational determinants which affect the human behaviors. The climate should be viewed from a total system perspective. In theory the concept of organizational climate is not very clear but practically it is related to work performance, job contentment and self esteem of the employees. Each organisation has an organisational climate that clearly distinguishes it from other organizations. Basically, the organisational climate reflects a person's perception of the organisation to which he belongs. It is a set of unique characteristics and features that are perceived by the employees about their organizations which serves as a major force in influencing their behavior. Thus, organizational climate in a broad sense can be understood as the social setting of the organisation.

DEFINITION

1. "organizational climate is a collective perception of the work environment by the individuals within a common system". -**JAMES AND SELLS**

IMPORTANCE OF ORTGANISATIONAL CLIMATE :

Organizational climate influences to a great extent the performance of the employees because it has a major impact on motivation and job satisfaction of individual employees. Organizational climate determines the work environment in which the employee feels satisfied or dissatisfied. Since satisfaction determines or influences the efficiency of the employees, we can say that organizational climate is directly related to the efficiency and performance of the employees. The factors that can be observed and measured are called overt factors and the factors that are not visible and quantifiable are called covert factors. **Overt factors organizational climate are Hierarchy, Financial resources, Goals of organizations, Skills and abilities of personnel, Technological state, Performance standards and Efficiency measurement.** The techniques that are generally helpful in improving the climate of the organization are Effective Communication System, Concern for people, Participative decision making, Change in policies, Procedures and rules and Technological changes. Participation is a very effective tool to develop sound organizational climate and job satisfaction. An atmosphere of co-operation opens access among group members and creates individual motivation to exchange knowledge with group members resulting in more productivity.

OTHER POINTS-IMPORTANCE OF ORTGANISATIONAL CLIMATE

1. Enhance employee performance
2. Building strong relationship
3. Indicates success or failure
4. Builds confidence
5. Minimize turn over

1.ENHANCE EMPLOYEE PERFORMANCE: Organizational climate is a clear indicator of employee and organizational performance. This is due to the fact that constructive work environment leads to motivated work force.

2.BUILDING STRONG RELATIONSHIP: Organization climate helps manager to discover the relationship between organizational methods and the employee's needs. If manager know what motivates employee then they will be easily able to boost their morale.Hence a positive and strong relationship can be formed which ultimately makes an organization successful.

3.INDICATES SUCCESS OR FAILURE :The success or failure of an organization is also determined by its climate. In organizations with positive climate employees enjoy working with each other. They willingly perform the work and are satisfied with the organization.

4.BUILDS CONFIDENCE :In an ideal organizational climate the sub originates are confident and show faith towards their superiors through hard work.

5.MINIMIZE TURN OVER:The employees working in a positive climate are satisfied and have no intention to leave the organization.Thus higher morale reduces the employee turnover and from work absence.

The following techniques in improving the climate of the organisation:

1. Effective Communication System: There should be a two way communication in the organisation so that the employees know what is going on and react to it. The manager can modify his decision on the basis of feedback received.

2. Concern for People: The management should be interested in the human resource development. It should work for the welfare of employees and an improvement in their working conditions. For developing a sound organizational climate, the management should have show concern for the people.

3. Participative Decision Making: The management should involve the employees in decision making process, particularly those decisions which are related to goal setting and affect them. Participative decision making will make the employees committed to the organisation and more co-operative also.

4. Change in Policies, Procedures and Rules: The organizational climate can also be changed by making changes in the policies, procedures and rules. It is a time consuming process but the changes will also be long lasting if the workers see the changes in policies, procedures and rules as favorable to them.

5. Technological Changes: Generally, the workers and employees resist any innovative changes. But where technological changes improve the working conditions of the employees, the change will be easily accepted. Better climate will be there if the management adopts innovative changes in consultation with the employees.

LEADERSHIP :

Successful of any organization depends on leaders. The quality of leadership provided by the managers determines the degree of success of business. Leadership involves the exercise of influence on the part of the leader over the perception, motivation communication etc. Leadership is the process of influencing for the purpose of achieving shared goals. The effectiveness of leaders depends on their ability to influence and be influenced by the followers in the task accomplishment. Leaders ensure that the Necessary tasks are accomplished. Leadership provides direction, guidance, restores confidence and makes the way easy for achieving the objective. The leaders play can either take the organization to heights of success. The strength of a leader is measured by the ability to facilitate the self-leadership of others. Leadership is a very frequently used word, the reason for this frequent use is every society, organization, country and the world require leaders to lead people towards the achievement of common goals. Leadership is a group activity.

A leader influences his followers and followers have influence over their leader. Leader have a clear vision, sharing that vision with others so that they will follow willingly, providing the information, knowledge and methods to realize that vision, and coordinating and balancing the conflicting interests of all members and stakeholders. A leader steps up in times of crisis, and is able to think and act creatively in difficult situations. Someone with great leadership skills, For EX: today Bill Gates who, despite early failures, with continued passion and innovation has driven Microsoft and the software industry to success. The act of inspiring subordinates to perform and engage in achieving a goal.

DEFINITIONS OF LEADERSHIP

1. Leadership is ultimately about creating a way for people to contribute to making something extraordinary happen." Alan Keith
2. "Leadership occurs when one person induces others to work toward some predetermined objectives." — Massie

DIFFERENCE BETWEEN LEADERS AND MANAGERS

<u>LEADERS</u>	<u>MANAGERS</u>
Innovate	Administer
An original	A copy
Develops	Maintains
Originates	Imitates
Focuses on people	Focuses on systems and structures
Do the right thing	Does things right
Challenges the status	Accept the status
Inspire	Control
Believes in WE	Believes in I
Visionary	Rational
Creative	Persistent
Initiate change	Authoritative
Counts on trust	Counts on controls
Depended on good will and confidence	Dependence on his authority.

TRAITS THEORY :

The trait theories of leadership focus on the individual characteristics of successful leaders. The trait theorists believe that people become leaders because of special traits they possess and that **leaders are born not made**. The theory assumes that a **leader is born and not trained**. This assumption is not acceptable to the contemporary thinkers on the subject. The personality of man in his inner life including such inner elements as background life history, beliefs, life experiences, attitudes, self image, love, hates and philosophy of life.

Successful leaders possess many of the following traits like.

- Drive - desire for achievement high energy initiative.
- Honesty and integrity – they are trustworthy, worthy, open and reliable.
- Physical features – have good physique
- Self confidence – trust in own abilities.
- Creativity – creative and have the capacity to come up with original ideas.
- Flexibility – leadership have the ability to adapt to the needs of followers.
- Leadership motivation – strong desire to influence others and reach shared goals.

THE TRAITS CAN BE CLASSIFIED LIKE

- A. SELF-KNOWLEDGE:** knowledge of own talents and value of foreign assignments with responsibility and accountability.
- B. OPEN TO FEEDBACK:** effective leaders develop valued and varied source of feedback on their behavior and performance.
- C. HUMAN RELATIONS:** a successful leader should have adequate knowledge of human relations. An important part of a leader's job is to develop people and get their voluntary co-operation for achieving work.
- D. TECHNICAL SKILLS:** the ability to plan, organize, delegate, analyse, seek advice, make decisions, control and win co-operation requires the use of important abilities which constitute technical competence of leadership.

- E. **COMMUNICATIVE SKILLS:** a successful leader knows how to communicate effectively communication has great force it getting acceptance from the receivers. A successful leader is an extrovert.

Trait Theories

trait theories of leadership

Theories that consider personality, social, physical, or intellectual traits to differentiate leaders from nonleaders.

Leadership Traits:

- Ambition and energy
- The desire to lead
- Honesty and integrity
- Self-confidence
- Intelligence
- Job-relevant knowledge

Trait Theory of Leadership

Knowledge of the business
Initiative
Tenacity
Energy
Decision Making Skills
Flexibility
Creativity
Charisma
Emotional Intelligence
Drive and Motivation
Confidence
Honesty and Integrity

Strengths/Advantages of Trait Theory

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

Limitations of The Trait Theory

- 1. There is bound to be some subjective judgment in determining who is regarded as a 'good' or 'successful' leader.
- 2. 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.
- 3. There is also a disagreement over which traits are the most important for an effective leader.
- 4. The model attempts to relate physical traits such as, height and weight, to effective leadership.
- 5. 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.
- 6. In business organizations, these are not the requirements to be an effective leader.

MANAGERIAL GRID:

It describes the relationship between the leader's concern for task and concern for people, but this theory differs in its perspective. The managerial grid Considers leadership style based on their focus on task and people. The **managerial grid** model (1964) is a style **leadership** model developed by Robert R. Blake and Jane Mouton. In this style, managers have low concern for both people and production. This model originally identified five different **leadership** styles based on the concern for people and the concern for production. The Managerial Grid is based on two behavioral dimensions:

Concern for People :This is the degree to which a leader considers the needs of team members, their interests, and areas of personal development when deciding how best to accomplish a task.

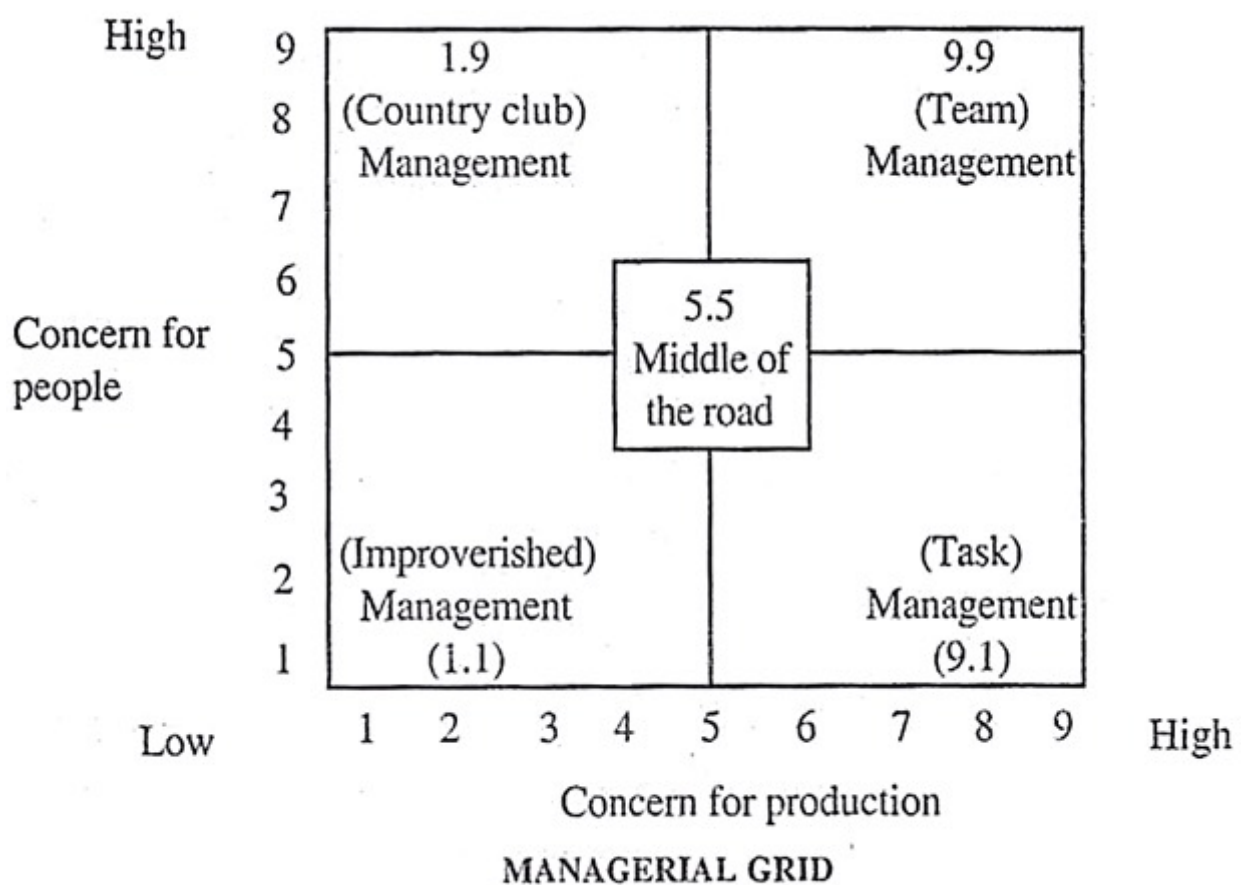
Concern for Production :This is the degree to which a leader emphasizes concrete objectives, organizational efficiency and high productivity when deciding how best to accomplish a task. Using the axis to plot leadership “concerns for production” versus „concerns for people“, **MANAGERIAL GRID MODEL**:In each of the axis, both horizontal and vertical, you can find nine ranges. Nine is the highest and one is the lowest range. So, if you are people- oriented manager who thinks about the team’s needs first, you would score closer to nine(or even nine).

On the other hand, if you had less care for the team's needs, you would be somewhere close to zero. When you score yourself in both the horizontal and vertical axis,

you'll get the results for your

management style

The five resulting leadership styles are as follows:



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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. For example, a manager nearing retirement or termination may lose interest in both his staff and his product. He does the minimum amount of work required each day to get the job done but has no long-term interest in improving productivity or developing his employees. Employees lose faith in their company when their leader shows so little interest in them or their work .

their

2.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. This

caught up at a later time

For example:

- A newly promoted manager wants to remain friendly with his former peers so he resists providing corrective criticism or discipline, even when it is warranted.
- Leaders who use this style focus so much on their staff that they fail to recognize risks or threats to productivity and miss opportunities to develop new business.

2. Task management (9, 1): Here leaders are more concerned about production and have less concern for people. 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. This leader is authoritative and he exerts disciplinary pressure. The leader requires the utmost of the employees and imposes sanctions when they fail to meet the requirements.

3. Middle-of-the-Road (5, 5): This is basically a compromising style wherein the leader tries

Commitment to the organization and its goals and mission: Emphasis on finding ways to motivate team members. Working hard and expecting others to show full commitment towards goal-achievement. Empowers the team and tries to be an inspiration for employees. Team management is a challenging leadership style, as your attention and focus must be equally divided in achieving results and ensuring people are happy. As a manager, you would want to ensure people are committed to the organization and that they understand its vision and objectives. You would include the rest of the team in decision-making, to ensure everyone has a stake in productivity and effectiveness.

For example:

An experienced manager inspires commitment from her employees and promotes career development, but doesn't ignore the need to meet aggressive deadlines in order to remain competitive. Using this style, a leader appreciates allegiance and admiration from his staff but recognizes that running a successful business does not depend on being liked by your employees

TRANSACTIONAL VS TRANSFORMATION LEADERSHIP

TRANSACTIONAL LEADERSHIP: Transactional leadership involves an exchange relationship between leaders and followers. The transactional style of leadership was first described by Max Weber in 1947 and then by Bernard Bass in 1981. When the transactional leader allocates work to subordinates he is considered to be fully responsible for it. The basic assumptions behind transactional leadership are that people are motivated by reward and punishment. This style is most often used by the managers. It focuses on the basic management process of controlling, organizing, and short-term planning. The famous examples of leaders who have used transactional technique include McCarthy and de Gaulle. Transactional leadership involves motivating and directing followers primarily through appealing to their own self-interest. The power of transactional leaders comes from their formal authority and responsibility in the organization. The main goal of the follower is to obey the instructions of the leader. The style can also be mentioned as a **‘telling style’**. If a subordinate does what is desired, a reward will follow, and if he does not go as per the wishes of the leader, a punishment will follow. Here, the exchange between leader and follower takes place to achieve routine performance goal. It is also known as managerial leadership.

Transactional leader facilitate this transition from external to internal control by

- Changing the mental models of employees
- Linking desired outcomes to values held by employees
- Building strong employee identification with the group or organization.

The transactional leader tends to use the following compliance approaches like.

ENJOYMENT: the leader attempts to convince the target of the enjoyment he or she will experience along with compliance.

REWARD: the leader offers favors benefits or future rewards for compliance.

RECIPROCITY: the leader appeals based on feeling of debt to the leader in that they attempt to tap the intrinsic process and instrumental sources of motivations.

QUALITIES OF TRANSACTIONAL LEADERSHIP

- Directive and action oriented
- Reward and punishment, Rewards and incentives
- Structure is clear, Short term goals and

EXAMPLES OF TRANSACTIONAL LEADERSHIP

- This model is also useful for big corporations like HP(Hewlett-Packard)
- Many high level members of the military CEO of large international companies and NFL coaches.

1. **TRANSFORMATION LEADERSHIP** : Transformational leadership is based on leaders shifting the values beliefs and needs of the followers. We need much more of transformational leadership in every sphere. it be government, business, education or even non-profit organizations. The basic assumption behind this form of leadership is that People will follow a person who inspires them. A person with vision and passion can achieve great things the way to get things done is by injecting enthusiasm and energy. Transformational leadership starts with the development of vision a view of the future that will excite and convert potential followers. The transformational leader thus takes every opportunity and will use whatever works to convince others to climb on board. This vision may be developed by the leader by the senior team or may emerge from a broad series of discussions. Transformational leader are always visible and will stand up in be counted rather than hide behind their troops. They show by their attitudes and actions how everyone else should behave. They also make continued efforts to motivate and rally their followers constantly doing the rounds listening, shooting and enthusing. When the behavior becomes internalized the leaders need to monitor employee. behavior is greatly reduced. Transformational leadership is a style of leadership where the leader, along with his/her team, is able to identify the challenges ahead, Resources available and is constantly engaging and involving the employees to perform to the best of their abilities and grow professionally and personally in the process. The most important aspect of transformational leadership is that the leader is not only bothered about his performance or deliverables

But also consciously tries to guide his subordinates and uses his experience and expertise to give a good professional career to the subordinates.

Examples of Transformational Leadership

Few examples of transformational leaders in the world and see how they functioned

1. Mahatma Gandhi:

- Mahatma Gandhi gave the Indian freedom movement a sense of direction and purpose. He was able to make it a truly mass movement that till then existed in fragmented interests and limited to either extreme elite participation or participation of the extreme poor.
- By preaching his theory of non violence, Gandhi was able to bring in each citizen of India into the freedom struggle and make every single person's contribution count.
- Steve Jobs:
- Steve Jobs has to mandatorily be one of the names in the most iconic transformational leaders the world has ever seen.
- His passion for perfection, simplicity and sophistication drove the company and he made sure that it got engraved into every employee who worked at **Apple**.
- He constantly challenged his employees to think beyond what has already been done and made them create products that the world did not even know it needed.

SOME OF THE CHARACTERISTICS OF TRANSFORMATION LEADERS

- Courageous, Believe in people.
- Value-driven.

Transactional leadership	Transformational Leadership
Leadership is responsive	Leadership is proactive
Works within the organizational culture	Work to change the organizational culture by implementing new ideas
Transactional leaders make employees achieve organizational objectives through rewards and punishment	Transformational leaders motivate and empower employees to achieve company's objectives by appealing to higher ideals and moral values
Motivates followers by appealing to their own self-interest	Motivates followers by encouraging them to transcend their own interests for those of the group or unit

QUALITIES OF GOOD LEADER

1. Vision

Perhaps the greatest quality any leader can have is vision - the ability to see the big picture of where the organization or team they are working within is headed, what it's capable of, and what it will take to get there.

2. Inspiration

Equally as important as having a vision is the ability to convey that vision to others, and get them excited about it. This means maintaining a positive yet realistic presence within the organization helping team members stay motivated and engaged, and remember what it is that they are working for.

3. Strategic & Critical Thinking

A good leader will be able to think critically about the organization or team they work within, and develop a clear understanding of its strengths, weaknesses, opportunities, and threats (and how they as an individual can work to support or overcome these). They'll be able to course-correct when necessary, and be able to assess the work they do to determine how it fits into overall organizational strategy and goals.

4. Interpersonal Communication

Good leaders must be able to interact with other people in a way that feels genuine. This does not mean you have to be an extrovert or a people-person to be a leader - there are many excellent leaders who self-identify as introverts! Rather, it means being able to demonstrate empathy, engaging in active listening, and building meaningful working relationships with those around you, whether they are a peer or a direct report.

5. Authenticity & Self-Awareness

One of the key ways to become a great leader is to be self-aware enough to understand your strengths and your flaws, and to build an authentic leadership style that's true to who you are and how you do your best work. You want to be the best possible leader you can be, not try to fit into a mold set by someone else. Try to embrace the things that make you who you are, and that will naturally translate into you developing an authentic leadership style.

6. Open-Mindedness & Creativity

Being a good leader means being open to new ideas, possibilities, and perspectives, and understanding that there's no "right" way to do things. Leadership involves the knowledge that success comes with a willingness to change how things are done and to bring in fresh eyes to inspire new ideas, in addition to trying to think outside the box as much as possible. Leaders must be able to listen, observe, and be willing to change course when necessary.

7. Flexibility

Leadership also means being adaptable and nimble when the situation calls for it. Nothing ever goes according to plan - whether you encounter minor roadblocks or large obstacles, you will need to be prepared to stop, reassess, and determine a new course of action. Good leaders will embrace the ever-changing nature of business and meet challenges with a flexible attitude - and be able to build inspire that same willingness to adapt in those around them.

8. Responsibility & Dependability

One of the most important qualities a leader can have is a sense of responsibility and dependability. This means displaying those traits in your individual work, but also demonstrating them in your interactions with others. Your team members need to know that they can depend on you to take on your fair share of work and follow through, support them through tough times, and help them meet both shared and individual goals.

9. Patience & Tenacity

A good leader knows how to take the long view, whether it's of a strategy, a situation, or a goal. Being able to take on any bumps in the road and persist on without getting frustrated or defeated is key—from small projects to corporate vision, patience is a trait that is essential to strong leadership.

10. Continuous Improvement

True leaders know that perfection is a myth - there is always room for improvement on all levels, from the personal to the team to the overall organization. They'll always be willing to help **team members** find ways to develop new skills or improve upon a weakness, be able to identify and implement strategies for helping the organization as a whole grow, and, perhaps most importantly, be able to look inward and identify the areas they would like to work on - and then act on them.

CONFLICT MANAGEMENT :

Conflict management is the process of limiting the negative aspects of conflict while increasing the positive aspects of conflict. The aim of conflict management is to enhance learning and group outcomes, including effectiveness or performance in organizational setting. An expressed struggle between at least two interdependent parties who perceive incompatible goals, scarce resources, and interference from the other party in achieving their goals . Conflict management involves acquiring skills related to conflict resolution, self- awareness about conflict modes, conflict communication skills, and establishing a structure for management of conflict in your environment. All members of every organization need to have ways of keeping conflict to a minimum – and of solving problems caused by conflict, before conflict becomes a major obstacle to your work.

Causes of conflict

- Misunderstanding
- Personality clashes
- Competition for resources
- Authority issues Lack of cooperation
- Differences over methods or style
- Low performance
- Value or goal differences

EVALUATING LAEDER:

A good evaluation should be part of an overall program that clarifies the organization's direction, provides momentum, and develops future leaders. Having done many kinds of evaluations and leadership assessments over the decades, we've found that the most successful CEO evaluations, and leader evaluations in general, share four basic elements.

1. An Effective Leadership Evaluation Structure

To gather a complete picture, this should include pre-planning; feedback surveys; data analysis; a series of interim meetings to clarify and communicate results; and finally, the formal evaluation meeting (with the board, if evaluating a CEO). Before the final meeting, the performance critique has been completed; areas of agreement and disagreement have been identified; and the leader has developed an action plan to address questions regarding both organizational performance and personal development.

2. Objective Information From Multiple Data Sources

Decisions with such sweeping influence on an organization should not be based on information gleaned solely from in-house financial figures, the executive's self-evaluation, or other internally generated statistics. The lifeblood of a truly effective evaluation process consists of objective and reliable data, best supplied by an outside specialist. This data should come from multiple sources, including 360° degree surveys, background data, and formal assessment.

3. Frank and Open Communication

To be of greatest value to the organization, the evaluation process should be a collaborative, consensus-building experience. So, the goal of the evaluation specialist is to encourage frank and open communication with all participants, creating a positive communication climate.

4. Dialogue About Expectations

This is an all-too-often overlooked aspect of leadership evaluation. But consider: The objective of an evaluation is not merely to measure the leader's performance, or set target numbers for next year's performance. An effective evaluation process introduces a dialogue about the organization's short-term goals and long-term direction, forging a genuine working partnership between the board and the CEO (in the case of CEO evaluation) or between the C-suite and leader (for other positions)

WOMEN AND CORPORATE LEADERSHIP IN INDIA :

Historically women have been discriminated against in our male dominated society. Women were considered to be fit to cook food but not to work in business establishments. The picture is not totally different today. As we go into the future discriminating against woman will certainly go and they will surely occupy equal status along with male counterparts. The government is also keen on uplifting the status of women. Participation of woman in business as owner's managers and employees is lessening considering the size of the population and the vast opportunities available. There is the deviate attitude of a male worker to work under a women manager, an unwanted chivalrous attitude if the former is boss. Women leaders encourage participation, share power and information and enhance people's self worth. It is time for the corporate world to create an equitable workplace where equal pay is given and childcare becomes a parent responsibility and not just women responsibility. Male managers tend to be similar thinking decision types. Women managers bring greater variety of thinking and personality type. Women typically invest in their families and communities significantly more than men – spreading wealth and increasing the quality of life for themselves and their families. Diversity of thinking at the senior level gives management teams a wider peripheral vision of what constitutes a risk and provides a more balanced approach for reacting to it, either as an opportunity or a threat. Gender diversity in firms' decision-making teams could ultimately be the difference between reaping success or failure. Women's participation in the workforce is thus critical in realizing the promise of the nation's demographic dividend. This needs proactive efforts both from a corporate and policy level, and from women themselves.

Two questions regarding woman in leadership postings need to be addressed.

- Are women more or less people oriented than male leaders?
Are women more or less job oriented than men?
- Will female leaders not be permitted to lead because of the stereotypes and biases of their employees?

- Ability to network with colleagues Ability to perceive and understand situations.
- Strong sense of dedication loyalty and commitment to their organizations.
- Ability to multitask Behaving in a gender neutral manner.
- Willingness to share information (interactive leadership style).

Examples of women leaders in India:

- **Arundhati Bhattacharya, Chairperson_SBI**
- **Chanda Kochhar– CEO & MANAGING DIRECTOR- ICICI BANK**
- **Archana Bhargava, Chairman and Managing Director, United Bank of India**
- **Renu Sud Karnad, Managing Director of HDFC**

With regard to the first question no differences are observed in the skills and abilities of male and female leaders. Regarding second questions what we stated above holds good.

KEY STRENGTH OF WOMEN LEADERS IN INDIA

- **Kiran Mazumdar -SHAW-CMD –BIOCON**
- **Rekha Menon– CHAIRMAN & MD- ACCENTURE INDIA**