Chapter 5
Leveraging Leadership Manifestations

5.1 Fundamental Concepts of Leadership

Leadership is one of those fundamental building blocks that drive everything else. The potential of the individual and the organization ultimately boils down to leadership. Most organizations now realize that they must embark on this unusual journey – searching and understanding leadership.

The discipline of management is giving way to the discipline of leadership. Another obvious point concerns performance. Look at any great team or organization and invariably great leadership is seen. Winning sports teams provide good examples, but numerous examples abound in the public, private, and non-profit sectors. So if you want to create a high performance organization, you must have strong leadership. Leadership is about values and how people communicate and live by these values. The business of leadership is considerably complex. Leaders have expectations of followers. Followers are critical to leaders from a “quality control” perspective. To become a leader, you must become yourself and become the maker of your destiny, thus enabling you to become the maker of a destiny for others.

Most management writers agree that “leadership is the process of influencing the activities of an individual or a group in efforts toward goal achievement in a given situation.” Thus it follows that the leadership process is a function of the leader, the follower, and other situational variables, \( L = f(l, f, s) \).

The term Effective Leadership can be defined as: "getting the job done through high quantity and quality standards of performance”, and “getting the job done through people, requiring their satisfaction and commitment" (Luthans, 2008).

In order for the reciprocal process to work, there must be trust between the leader and the follower. Trust is like a thread running through everything, providing a grounding pillar for making leadership happen. Trust is a pre-requisite for every leader and if leaders fail to act in an open and honest way, then trust cannot be earned. In order to solidify trust, leaders must:

- Care about their followers in a thoughtful way, but at the same time, hold them
accountable for what they do.

- Honor their commitments to those they serve – do as you say.
- Communicate and reach followers in a way that shows respect, recognizing that differences are a sign of progress.
- Follow a set of values that others can identify with – integrity, courage, reliability, fairness and a lack of selfishness.

5.2 Managing Vs Leading
Because of numerous writings about leadership, we can make certain distinctions between leadership and management. Organizations need both leaders and managers, but the reality is managers dominate most organizations. Here is a quick list that highlights some of the differences:

<table>
<thead>
<tr>
<th>Managing</th>
<th>Leading</th>
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<tbody>
<tr>
<td>Values results</td>
<td>Values relationships</td>
</tr>
<tr>
<td>Relates to positions</td>
<td>Low regard for positions</td>
</tr>
<tr>
<td>Takes few risks</td>
<td>Takes large risks</td>
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<tr>
<td>Somewhat impersonal</td>
<td>Personal and caring</td>
</tr>
<tr>
<td>Conforms to rules of others</td>
<td>Not receptive to the rules of others</td>
</tr>
<tr>
<td>Status quo – low innovation</td>
<td>New ideas – high innovation</td>
</tr>
<tr>
<td>Functional – analyze, evaluate, solve motivate</td>
<td>Non Functional – inspire, motivate</td>
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Thus it is clearly seen that the path of a leader is considerably more difficult than the manager. This is one of the reasons why we see so few leaders in most organizations. Additionally, organizations tend to impede leadership – hierarchies that constrain
information flows, internal politics, conflicting agendas, pressure to conform, and a host of other attributes that make leadership incredibly difficult.

James A. Belasco and Ralph C Stayer (1993) suggest four responsibilities a leader must implement at all levels of an organization.

- First, transfer ownership for work to the people who do the work.
- Second, create the environment where the transfer of ownership can take place, where each person wants to be responsible for his or her own performance. This entails painting a clear picture of what the company believes great performance is, for the company and each person; focusing individuals on the few great performance factors; developing in each person the desire to be responsible for his or her performance; aligning organization systems and structures to send a clear message as to what is necessary for great performance; engaging each individual’s heart, mind and hands in the business of the business; and energizing people around the business focus.
- Third, develop individual capability and competence.
- Fourth, create conditions in the organization that challenge every person to continually learn, including him or her self. These four principles align personal and company goals through emotional intelligence.

One of the most important values of a leader is to provide overall direction. Only leaders can shape and change the context of vision – articulating passion, candor, and integrity, providing a curious and daring exploration of what should be. Good leaders invent themselves and the future for others. Warren Bennis, one the best contemporary thinkers on leadership, seems to imply that the difference between a leader and a manager is like the difference between those who can master the context of things and those who cannot.

Another contemporary thinker on leadership, John P. Kotter, provides good insights on the differences between leadership and management. Unlike management, leadership does not produce consistency, but change. Leadership is about generating movements and currents within the organization. Leaders produce change through the processes of establishing direction through vision and strategy, aligning people whose cooperation is needed to achieve the vision, and motivating and inspiring them to overcome the barriers to change.
5.3 What is Leadership?

<table>
<thead>
<tr>
<th>Conventional Leadership</th>
<th>Leadership Re-invented</th>
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<tbody>
<tr>
<td>Leaders in business lead AND manage.</td>
<td>Leadership = promoting new directions</td>
</tr>
<tr>
<td>There is no sharp distinction between leadership and management</td>
<td>Management = getting things done.</td>
</tr>
<tr>
<td>They occupy positions of authority.</td>
<td>All employees can promote new directions.</td>
</tr>
<tr>
<td>Leadership is a formal role.</td>
<td>Leadership can be shown bottom-up or sideways to people who don't report to you</td>
</tr>
<tr>
<td>They make strategic decisions.</td>
<td>Leadership has nothing to do with managing people - that’s management.</td>
</tr>
<tr>
<td>They are good at managing people.</td>
<td>Leaders don’t make decisions. The ACT of leadership is one of pure informal influence.</td>
</tr>
<tr>
<td>They have emotional intelligence. They sell the tickets for a new journey AND take the group to the destination.</td>
<td>Leaders sell the tickets for the journey, Managers drive the bus to the destination</td>
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5.4 Review of Leadership Theory

A review of the leadership literature reveals an evolving series of ‘schools of thought’ from “Great Man” and “Trait” theories to “Transformational” leadership (see table). Whilst early theories tend to focus upon the characteristics and behaviours of successful leaders, later theories begin to consider the role of followers and the contextual nature of leadership. Great Man Theories based on the belief that leaders are exceptional people, born with innate qualities, destined to lead. The use of the term ‘man’ was intentional since until the latter part of the twentieth century leadership was thought of as a concept which is primarily male, military and Western. This led to the next school of Trait Theories.

| Trait Theories | The lists of traits or qualities associated with leadership exist in abundance and continue to be produced. They draw on virtually all the adjectives in the dictionary which describe some positive or virtuous human attribute, from ambition to zest for life |

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<table>
<thead>
<tr>
<th>Theories</th>
<th>Description</th>
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<tbody>
<tr>
<td>Behaviourist Theories</td>
<td>These concentrate on what leaders actually do rather than on their qualities. Different patterns of behaviour are observed and categorized as 'styles of leadership'. This area has probably attracted most attention from practicing managers.</td>
</tr>
<tr>
<td>Situational Leadership</td>
<td>This approach sees leadership as specific to the situation in which it is being exercised. For example, whilst some situations may require an autocratic style, others may need a more participative approach. It also proposes that there may be differences in required leadership styles at different levels in the same organization.</td>
</tr>
<tr>
<td>Contingency Theory</td>
<td>This is a refinement of the situational viewpoint and focuses on identifying the situational variables which best predict the most appropriate or effective leadership style to fit the particular circumstances.</td>
</tr>
<tr>
<td>Transactional Theory</td>
<td>This approach emphasizes the importance of the relationship between leader and followers, focusing on the mutual benefits derived from a form of 'contract' through which the leader delivers such things as rewards or recognition in return for the commitment or loyalty of the followers.</td>
</tr>
<tr>
<td>Transformational Theory</td>
<td>The central concept here is change and the role of leadership in envisioning and implementing the transformation of organizational performance.</td>
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</table>
Each of these theories takes a rather individualistic perspective of the leader, although a school of thought gaining increasing recognition is that of “dispersed” leadership. This approach, with its foundations in sociology, psychology and politics rather than management science, views leadership as a process that is diffuse throughout an organization rather than lying solely with the formally designated ‘leader’. The emphasis thus shifts from developing ‘leaders’ to developing ‘leaderful’ organizations with a collective responsibility for leadership.

5.5 Key Behaviours of Leaders (Katzenbach and Smith, 1994)

They go on to say that the indicators a leader must follow are:

<table>
<thead>
<tr>
<th>Individual performance</th>
<th>As a leader, you must follow another individual, regardless of hierarchy, if:</th>
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<tbody>
<tr>
<td></td>
<td>• That individual, through experience, skill, and judgment, knows best.</td>
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<tr>
<td></td>
<td>• That individual's growth demands that you invest more in his or her skill and self-confidence than in your own.</td>
</tr>
<tr>
<td></td>
<td>• Only that individual, not you, has the capacity (the time and opportunity) to &quot;get it done&quot;</td>
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<tr>
<th>Team performance</th>
<th>As a leader, you must follow the team if:</th>
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<tr>
<td></td>
<td>• The team's purpose and performance goals demand it</td>
</tr>
<tr>
<td></td>
<td>• The team, not you, must develop skills and self-confidence</td>
</tr>
<tr>
<td></td>
<td>• The team's agreed-upon working approach requires you, like all the others, to do real work</td>
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<table>
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<tr>
<th>Organizational performance</th>
<th>As a leader, you must follow others, regardless of hierarchy, if:</th>
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<tbody>
<tr>
<td></td>
<td>• The organization's purpose and performance goals demand it</td>
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The need for expanding the leadership capacity of others in the organization requires it. "Living" the vision and values enjoins you to do so.

5.6 Solo and Team Leader (Belbin, 1993)

<table>
<thead>
<tr>
<th>SOLO LEADER</th>
<th>TEAM LEADER</th>
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<tbody>
<tr>
<td>Plays unlimited role – the Solo Leader interferes in everything</td>
<td>Chooses to limit role to preferred team roles – delegates roles to others</td>
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<tr>
<td>Strives for conformity – the Solo Leader tries to mould people to particular standards</td>
<td>Builds on diversity – the Team Leader values differences between people</td>
</tr>
<tr>
<td>Collects acolytes – The Solo Leader collects admirers and sycophants</td>
<td>Seeks talent – The Team Leader is not threatened by people with special abilities</td>
</tr>
<tr>
<td>Directs Subordinates – subordinates take their leads and cues from the Solo Leader</td>
<td>Develops colleagues – the Team Leader encourages the growth of personal strengths</td>
</tr>
<tr>
<td>Projects objectives – the Solo Leader makes it plain what everyone is expected to do</td>
<td>Creates mission – the Team Leader projects the vision which others can act on as they see fit</td>
</tr>
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5.7 Comparison of Transactional and Transformational Leadership (Covey, 1992)

<table>
<thead>
<tr>
<th>Transactional Leadership</th>
<th>Transformational Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Builds on man’s need to get a job done and make a living</td>
<td>• Builds on a man’s need for meaning</td>
</tr>
<tr>
<td>• Is preoccupied with power, position, politics and perks</td>
<td>• Is preoccupied with purposes and values, morals, and ethics</td>
</tr>
<tr>
<td>• Is mired in daily affairs</td>
<td>• Transcends daily affairs</td>
</tr>
<tr>
<td>• Is short-term and hard data orientated</td>
<td>• Is orientated toward long-term goals without compromising human values and principles</td>
</tr>
<tr>
<td>• Focuses on tactical issues</td>
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</table>
• Relies on human relations to lubricate human interactions
• Follows and fulfills role expectations by striving to work effectively within current systems
• Supports structures and systems that reinforce the bottom line, maximize efficiency, and guarantee short-term profits

<table>
<thead>
<tr>
<th>Transformational Style</th>
<th>Leader Behaviour</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Idealized Behaviors: living one's ideals</td>
<td>• Talk about their most important values and beliefs</td>
</tr>
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5.8 Dispersed Leadership
The importance of social relations in the leadership contract, the need for a leader to be accepted by their followers and a realization that no one individual is the ideal leader in all circumstances have given rise to a new school of leadership thought. Referred to as ‘informal’, ‘emergent’ or ‘dispersed’ leadership, this approach argues a less formalized model of leadership where the leaders’ role is dissociated from the organizational hierarchy. It is proposed that individuals at all levels in the organization and in all roles (not simply those with an overt management dimension) can exert leadership influence over their colleagues and thus influence the overall leadership of the organization.

The key to this is a distinction between the notions of “leader” and “leadership”. “Leadership” is regarded as a process of sense-making and direction-giving within a group and the “leader” can only be identified on the basis of his/her relationship with others in the social group who are behaving as followers. In this manner, it is quite possible to conceive of the leader as emergent rather than predefined and that their role can only be understood through examining the relationships within the group (rather than by focusing on his/her personal characteristics or traits).

5.9 Transformational Leadership Styles and Behaviours (Bass and Avolio, 1994)
_The new paradigm manager is primarily acting in the role of transformational leader._

According to Bass and Avolio, transformational leaders display behaviours associated with five transformational styles:
| 2) Inspirational Motivation: inspiring others | • Specify the importance of having a strong sense of purpose  
• Consider the moral and ethical consequences of decisions  
• Champion exciting new possibilities  
• Talk about the importance of trusting each other  
• Talk optimistically about the future  
• Talk enthusiastically about what needs to be accomplished  
• Articulate a compelling vision of the future  
• Express confidence that goals will be achieved  
• Provide an exciting image of what is essential to consider  
• Take a stand on controversial issues |
|---|---|
| 3) Intellectual Stimulation: stimulating others | • Re-examine critical assumptions to question whether they are appropriate  
• Seek differing perspectives when solving problems  
• Get others to look at problems from many different angles  
• Suggest new ways of looking at how to complete assignments  
• Encourage non-traditional thinking to deal with traditional problems  
• Spend time teaching and coaching  
• Treat others as individuals rather than just as members of the group  
• Consider individuals as having different needs, abilities, and aspirations from others  
• Help others to develop their strengths |
<table>
<thead>
<tr>
<th>5) Idealized Attributes: Respect, trust, and faith</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Listen attentively to others' concerns</td>
<td>• Instill pride in others for being associated</td>
</tr>
<tr>
<td>• Promote self development</td>
<td>with them</td>
</tr>
<tr>
<td></td>
<td>• Go beyond their self-interests for the good</td>
</tr>
<tr>
<td></td>
<td>of the group</td>
</tr>
<tr>
<td></td>
<td>• Act in ways that build others' respect</td>
</tr>
<tr>
<td></td>
<td>• Display a sense of power and competence</td>
</tr>
<tr>
<td></td>
<td>• Make personal sacrifices for others' benefit</td>
</tr>
<tr>
<td></td>
<td>• Reassure others that obstacles will be</td>
</tr>
<tr>
<td></td>
<td>overcome</td>
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5.10 Leaders developing leaders
Leaders developing leaders is one of the core issues in sourcing, growing and managing talent facing companies. More than ever, optimally deployed and effectively-led talent is the real key to competitive advantage and corporate growth. *A successful, highly talented executive team, backed by comparably capable professionals, is without doubt the most critical asset that any organization can have.*

Aside from the bottom-line, the quality of a company’s talent management is also a key measure of its responsibility to its people. Franz Landsberger, HR Director (Europe) of Baxter International, a global healthcare company, makes the point that:

*“Talent management is a mindset. It is a continuous process – not an event.”*

5.11 The Changing Meaning of Leadership
- Leadership has always been based on power. For the conventional view, this means the power of personality to dominate a group.
- But in our knowledge driven world, business is a war of ideas where the power to innovate and promote new products is the new basis of leadership.
- Anyone with critical knowledge that could alter business direction can show leadership. This is thought leadership.
- It can be shown by front line employees who don't manage anyone.
• It can be bottom-up as well as top-down. It can even come from outside. It can be shown between organizations too as in market leadership.

• Only management is a formal role.

• Leadership re-invented is an occasional ACT, like creativity, not a role or position.

• Those at the top sometimes lead, sometimes just manage. Other times they operate as venture capitalists investing in the best ideas (leadership) emerging from below.

• Leadership is based on youthful rebelliousness, the drive of young people to challenge the status quo and find a better way.

• Bottom-up or thought leadership is more like the actions of Martin Luther King Jr. than business leadership. His demonstrations had a leadership impact on policy makers in the U.S. government and, of course, they did not report to him.

• This shows that leadership is really just about taking a stand for what you believe and trying to convince people to think and act differently.

5.12 Leading the way to tomorrow
Managing the present, in order to create and shape the organization’s future, with its challenges of risk and potential payoff, involves the complementary tasks of managing the business, day-to-day and managing people’s performance and potential.

Managing today, to get to the desired tomorrow, therefore means:
1. Ensuring the continuous, monitored and focused transformation of the business.
2. Regular, informed environmental scanning, scenario building, evaluation and adaptive re-building
3. Constantly making sense of and imposing coherence and order upon the tenuous links between opportunism, serendipity and uncertainty, in order to ‘read’ the future, based upon the best available intelligence.
4. Taking major decisions about the direction, shape, positioning and profitability of the organization, usually on the basis of imperfect information and knowledge.
5. Constantly relating and re-aligning the organization to the changing, often contradictory, imperatives of its wider, strategic environment
6. Fulfilling all of the above, while maintaining profit levels and competitive advantage, and remembering to be, first and foremost, a close-quarter leader to the team and its members.
5.12.1 Leadership in the new environment

Here are three popular ways of defining leadership, each from a slightly different perspective:

**Definition 1: Leadership means being the dominant individual in a group.**
In primitive tribes and higher animal species the dominant individual was the leader. Being the leader simply meant having the power to attain and hold the top position for a reasonable length of time. Contrary to definition 2, one could also be the leader without getting anything done through others. A leader was the person in charge even if the group was in a stable state where people went about their business as normal. As long as group members obeyed the leader's rules, the leader did not even need to be actively involved in the lives of group members, let alone get anything done through them. One could also be the leader in such a group without promoting a better way as suggested by definition 3. If one didn't need to be voted into power, why have a platform for change? One simply seized power; no sales pitch was needed on how one could make life better for the group. Yes, such leaders may have led groups successfully in battle and built great monuments with them, but, strictly speaking, one could be the leader without achieving anything through a group effort. The meaning of leadership, according to this definition, is simply to be at the top of the pile.

**Definition 2: Leadership means getting things done through people.**
Great leaders throughout history have led their groups to momentous achievements, but the idea that leadership should be defined as getting things done through people has been developed most fully by modern business, which is all about achieving results. As business has become more complex, the leadership challenge has grown from one of the simple issuing of orders to a few “hands” to the subtle coordination of highly skilled, diverse knowledge workers to build sophisticated machines and put men on the moon. There is a problem with this definition of leadership, however. It used to belong to management. Why the switch from management to leadership? And is this a good move? Up to the late 1970's writers used the terms leadership and management interchangeably but with more emphasis on management. For example, the management theorists, Blake and Mouton, developed their famous managerial grid in the 1960's. At the time, it was portrayed as a way of identifying your management style. Today, in line with the shift to
leadership, the name is the same (managerial grid) but it is now positioned as a leadership style instrument.

**Definition 3:** **Leadership means challenging the status quo, promoting a better way.**
We have always felt, intuitively, that leaders have the courage to stand up and be counted. They go against the grain, often at great risk, to call for change. We only need to look at Martin Luther King, Jr. His leadership rested not so much on his oratorical skills – they were just icing on the cake. He was a leader primarily because he marched and spoke against injustice. He challenged the status quo and promoted a better world. There is no necessary implication that you have to be in charge of the people you are trying to influence. The bottom line is that this third definition, when worked through fully, gives us a way to break the stranglehold of the previous two definitions. The benefit of this move is that we gain a clearer understanding of how all employees can show leadership even if they totally lack the skills or inclination to take charge of groups in a managerial sense, even informally. Think again of Martin Luther King, Jr. He sought to move the U.S. Government and the population at large to think differently about such issues as segregation on buses. His leadership efforts were successful when the U.S. Supreme Court ruled such discrimination unconstitutional. Now, it is obvious that he was not in a managerial role within the Supreme Court. He showed leadership to this group as an outsider. Also, Jack Welch had a leadership impact on countless businesses around the globe through his novel practices, such as being first or second in a market. Again, those who followed the lead of Jack Welch did not report to him. They were not even members of a common group.

**5.13 Leadership Reinvented for the 21st Century**
If we cast aside the first two definitions of leadership, what is left? If leadership means nothing more than promoting a better way, then we need to upgrade management to take care of everything to do with getting things done through people. We need to say that management does not entail being controlling, bureaucratic or theory X, which managers can be as inspiring as they need to be, good at coaching, developing and empowering people.
A critical supporting fact is that the power on which leadership is based is shifting from having a dominant personality to the ability to devise new ways of working, new
products and better services. Businesses that compete on the basis of rapid innovation are engaged in a war of ideas and no one has a monopoly on good ideas. This is revolutionary because it suggests that leadership can no longer be about group domination. Now, leadership is a brief influence impact, an episode or act, not an ongoing state or role. You still may need a larger than life personality to ascend to the role of Chief Executive, but leadership conceived as a good idea for a better way can be very small scale and local. Any employee with a better idea can promote it, even if only by example, without having the personal presence to be promoted to a managerial role. Strictly, speaking there are no longer any leaders, only leadership. This view captures the fact that leadership is a fleeting state that can shift quickly from one person to another. It is an impact rather than a type of person or position. It must be so if it can be shown by outsiders.

5.13.1 Key Features of Leadership Reinvented
- It does not involve managing people to get things done.
- It comes to an end, once those led, get on board. It sells the tickets for the journey; management drives the bus to the destination.
- It is a discrete episode, a one-off act of influence, not an ongoing position of dominance.
- It is based on the promotion of a better way.
- It can be shown bottom-up as well as top-down.
- It can be shown by outsiders and between competing individuals or groups.

5.13.2 Thought Leadership – The Essence of Leadership Reinvented
Organizations today need all employees to think creatively and to promote new products. Promoting a better idea can be called thought leadership. In a knowledge driven environment, the newest, best idea influences others to get on board. When a product developer convinces top management to adopt a new product, that person has shown thought leadership bottom-up. But it can be shown across groups as well. When Microsoft develops products or services invented by Apple or Google, they are following the lead of these innovators. This also is thought leadership.

While the possession of great emotional intelligence and the oratory of a Martin Luther King, Jr. can help thought leaders make their case, it is vital to see that these skills are
nice to have add-ons, not an essential part of the meaning of leadership. Technical geeks with zero emotional intelligence and an obnoxious influencing style can show thought leadership if they can demonstrate the value of their ideas. This is very empowering because it moves us away from the demand to develop sophisticated leadership skills as a precondition of showing leadership. Strictly speaking there are no leadership skills, only influencing skills and great content. Imagine asking Tiger Woods, after the end of the third round when he is in the lead, how he developed such great leadership skills. The truth is that he shows leadership through being great at the content of his profession, not by having a separate set of talents called leadership skills. On the other hand, there are very definite management skills. Getting work done through people calls for quite sophisticated interpersonal and organizational skills.

5.14 The Leadership Development Imperative
Leadership development continues to be one of the most challenging and intriguing issues facing organizations. Leadership continues to be a critical developmental focus for organizations around the world. Organizations with strong leadership bench strength economically outperform companies with weaker leadership. Leaders need capabilities in the areas of people management, empowerment, and communication skills in order to lead a very diverse workforce. Leaders will need to be able to not only develop talent but also to recruit and retain top talent. This means that leaders will need to become more adept at designing more individualized, flexible work arrangements that are tailored to diverse needs (Barrett and Beeson, 2001). Rapid changes in technology require that leaders be able to manage the changes brought on by technology and look for ways to apply new technology to business. While these changes do not require leaders to be technological experts, they do require a priority of analytical skills. Leaders need to be able to quickly sort through all of the data to see patterns and make good decisions (Barrett and Beeson, 2001).

5.15 Classical and Contemporary Views of Leadership
There is no universal theory of leadership. However, because of the recent explosion in leadership thinking, we now have an array of different theories about leadership. These include such notable theories as servant leadership (Robert K. Greenleaf), collaborative leadership (David D. Chrislip and Carl E. Larson), visionary leadership (Burt Nanus),
situational leadership (Kenneth H. Blanchard), and principle-centered leadership (Stephen R. Covey). Some of these theories support the distinctions between managers and leaders, such as transactional leadership (managers) as opposed to transformational leadership (leaders).

Burns says: “One of the most universal cravings of our time is a hunger for compelling and creative leadership.” Burns contends that leaders and followers are peers of one another, each playing a different role. The leader tends to look for what motivates the follower, keeping him productive and moving forward. Thus, leaders must be very engaged with followers, making sure they are satisfied with a higher set of needs, not just the simple stuff – pay checks, stock options, and the like, but in the active participation of issues that both care deeply about. When this collaboration takes place, participants (leaders and followers) are able to transform the situation; i.e. transformational leadership.

Another classical viewpoint on leadership comes from Robert K. Greenleaf regarding Servant Leadership. Greenleaf concludes that “people will freely respond only to individuals who are chosen as leaders, because they are proven and trusted as servants.” Greenleaf also views leadership as foresight – having the ability to see how things might be in the future and acting in the presence to move the organization in that direction. “To lead is to serve. After all, that’s what a leader’s job is, and people look to the leader to set the course and establish standards. But once that direction is provided, servant leaders turn the organizational structure upside down. They focus on giving employees everything they need to win, be it resources, time, guidance, or inspiration. Servant leaders know that providing for people and engaging hearts and minds foster a workforce that understands the benefits of striving for the greater good. The emphasis is on building authority, not power; on exerting influence, not intimidation.” (The World’s Most Powerful Leadership Principle by James C. Hunter)

5.16 Leadership Dimensions
Richard M. Cyert, president of Carnegie- Mellon University and author of books and articles on organizational theory, has divided leadership into two dimensions – Consideration and Initiating Structure. The Consideration Dimension is characterized by an emphasis on good relations. The leader is friendly, approachable and a good listener. Leadership behavior can be described as open and enlisting mental trust. The Initiating
Structure represents the leadership behavior involved in directing the organization, helping it to define its goals and structure for execution – including the ability to understand the actions others can act upon. From these two dimensions, it is possible to generalize three basic functions that a leader performs:

1. Organizational
2. Interpersonal
3. Decisional

The organizational function involves the organizational structure and the selection of people who operate within this structure. It involves various units or segments and the control of internal and external communication flows. The leader has to make certain that the participants in the organization and related groups external to the organization are knowledge and working well together.

The interpersonal function involves the morale of the organization. It reflects the degree of concern about the humanness of the organization. It requires that the leader pay attention to individual concerns.

The decisional function involves the making of decisions that must be made in order for the organization to achieve its goals. This is the traditional function that has been associated with leadership.

Creating a compelling vision that can be constantly reshaped is the hard task of a leader. The leader is the captain of the ship and the vision is the means by which the leader steers the organization. But there are many people on the ship and if this ship is to reach its final destination depends on the behavior of these people.

A critical task for the leader is “attention focus.” Always there is too much to do and too little time. Everyday there are tasks crisis. What we pay attention to affects the organization in crucial ways. If all of our attention is given to immediate problems and no attention is given to problems concerned with the future, the organization is not likely to have a bright future. Clearly, the problems, concerns, ideas, concepts, actions that receive attention will determine the sustainable parts of the organization. In fact, one simple definition of leadership is that the leader controls what gets the attention.
Organizations are dynamic and continuously changing. Attention focus is an on-going and necessary process. Leadership that requires others to pay attention to what the leader values must also have substance. The leader must be knowing and have solid knowledge about the organization. Thus, leadership consists of a continuous choice – creating processes to move the organization forward.

Communication is perhaps one of the most fundamental actions of all leaders. It begins with simple “talk” to convince people to focus their attention on the ideas and actions that the leader considers important. The difficult problem is that the methods of communication within the organization are not well defined. Each case has a best approach and the channels will vary from one-on-one personal communication to formal written communication. The important thing is that there must be one consistent message that gets people paying attention.

5.17 Some Great Contemporary Thinkers
Fortune Magazine has called Warren Bennis the father of modern leadership. Bennis makes several observations about leaders:

- Leaders pull rather than push.
- Leaders empower and trust others to act.
- Leaders have a clear vision and communicate that vision.
- Leaders work through teams and not through hierarchies.
- Leaders possess a strong dose of self-esteem and positive attitude.

Leaders have a good grasp of self – they realize their strengths, develop their skills, and identify how to use their talents to meet organizational needs. Even more so, leaders evoke positive feelings in others – Bennis refers to this as an “attitude of positive other regard.” This gives leaders creditability in the eyes of the follower. Bennis describes four essential qualities of leaders – Vision, Trust, Communication, and Management of Self. These qualities apply to everyone throughout the entire organization. Therefore, leadership does not reside in isolated places, but is infused and threaded everywhere – everyone must become a leader. Bennis also argues that leaders have a responsibility for making sure people get a kick out of what they are doing – people believe in the cause and purpose set forth.
Leadership is an **adaptive work** or process. Adaptive work requires change in values, beliefs and behavior. Therefore, leaders must be in a learning mode – continuously seeking new ways. The most difficult, but probably the most valuable task of a leader is effectively advancing the goals and strategies of the organization. The capacity of a leader to keep asking questions of oneself and the communities of the organization is what facilitates adaptability. It requires that you stay in touch with your values so that you are willing to take the risks and losses.

Another important concept associated with **leadership is collaboration**. Collaboration is more than simply sharing knowledge and information. It is more than relationships between parties for getting a result. Collaboration is the creation of that shared vision and strategy in such a way that participants go beyond their own self interest and make sacrifices for the good of the whole. Therefore, the role of leadership in collaboration is to engage others by designing constructive processes for working together and sustaining high levels of interaction

### 5.18 A Framework for Leadership

Our framework for leadership will have to be inclusive enough for everyone to become a leader. Leaders must have strong spiritual convictions and beliefs to establish a foundation for their own value systems. To move forward, the leader and the team will have to reinvent their model of human relationships. This may require some reflection into the basic beliefs about self, work, and power. It may also require changing the most guarded structures of the organization, from those which have to do with promotion, compensation, and other facets of motivation. This can be difficult and long-term work, but practically, the work can begin by addressing two leverage points by author Peter M. Senge:

1. Promoting Intimacy

2. Sharing Authority

**Intimacy** in an organization starts with a commitment of knowing people in a personal sense, the person behind the job title and department role. Team members have a strong respect for member preferences. They speak openly about what they (as leaders) believe, feel, think and aspire to be. “Shared-Vision” discussions can help create a sense of
intimacy. When the organization (and the leader) cares about the realization of a common purpose, we recognize the need for each other’s contributions. The second leverage point for reinventing relationships is dissolving barriers to collaboration. This will require a **sharing of authority**. In a traditional sense, authority has been practiced as the boss’s ability to command or make decisions. Because managers can tell people what to do, they are considered obligated to make all the decisions. As a group moves into shared authority, there is an added value of intimacy – it creates the climate to support tough decisions in tough times.

**5.19 Creating a Learning Organization**

To become a better team and develop the core for a learning organization is based on five learning disciplines – lifelong programs of study and practice as described by Peter M. Senge in his landmark book: “The Fifth Discipline”(Senge,1999)

- **Personal Mastery**
  Learning to expand our personal mastering or capacity to create results we must desire in creating an organizational environment which encourages everyone to develop themselves toward the goals and purposes they choose.

- **Mental Models**
  A reflection upon, continually clarifying and improving our internal picture of the world and how we see ourselves, shaping our actions and decisions in this world.

- **Shared Vision**
  Building a sense of commitment to a group, in a group, by developing shared images of the future we hope to create and the principles and guiding practices by which we hope to get there.

- **Team Learning**
  Transforming conversational and collective thinking skills, so that groups of people can reliably develop intelligence and ability greater than the sum of individual talents.

- **Systems Thinking**
  A way of thinking about systems and a language for describing and understanding the forces and inter-relationships that shapes the behavior of systems. This discipline helps us to see how to change systems more effectively, and to act more in tune with the larger
processes of the natural and economic world. Once you begin to master team learning or a system thinking it is very difficult to play the old office game of optimizing your position at the expense of the whole. Peter Senge has revolutionized the practice of management and team building by introducing the theory of learning organizations. In, “The Fifth Discipline”, Senge (1999) makes the case that people who contribute the most to an organization are those people who are committed to the practice of certain disciplines for themselves:

- Expanding one’s capacity to hold and seek a vision.
- Reflecting and making deliberate inquiries.
- Building through a collective and inclusive approach.
- Understanding the systems around you.

Senge identifies several characteristics of those achieving personal mastery. These persons have the following:

1. A special sense of purpose that lies behind their visions and goals. Their vision is “a calling,” not just a good idea.
2. An inquisitive and committed nature.
3. An ability to see reality more accurately.
4. A sense of connectedness to life, to others and to larger creative processes, which they can influence but not unilaterally control.

Senge says the organizational climate must strengthen the quest for personal mastery in two ways:

1. Continually reinforce the idea that personal quality is truly valued in the organization.
2. To the extent that individuals respond, provide the “on the job training” needed for developing personal mastery.

“Personal mastery is the bedrock for developing shared vision. Shared visions can generate levels of tension that go far beyond an individual’s comfort level. Those who contribute the most realizing a lofty vision will be those who can hold the creative tension. They will be the ones who believe deeply in their ability to create the future, because that is what they experience personally.”
Organizations do not create visions. People create visions. And “visions” don’t become compelling until people are truly committed to them. The only thing leaders and managers can do is:

- Be committed to their vision,
- See reality as objectively as possible,
- Be open and understanding when others don’t share their vision.

**Creative tension** exists when there is a gap between what we really want to create—our vision—and what exists today, the current reality. Thus Creative tension “draws together two of the most timeless elements of human understanding:”

- The commitment to what we truly care about.
- The commitment to the truth.

According to Senge, when a vision is shared:

- People have a **similar picture** of the vision—it reflects their own personal vision.
- People are “**committed**” to one another” having that vision.
- People are “**connected**, bound together by a common aspiration,” as well as to “an important undertaking.”
- People are **excited**. Their vision is powered by a common deep **caring**.
- **It is growing**, providing the “focus and energy for generative learning” and “expanding your ability to create.”
- It may be extrinsic, that is, focused on a competitor or “territory,” or intrinsic, focused on inner standards of experience; or a combination of both. Both types can co-exist.

**Shared vision** and talent are not enough” to ensure success, Senge asserts. “The world is full of teams made up of talented individuals who share a vision for a while, yet fail to learn.” **Team learning** is the process, the process of aligning and developing the capacity of a team to create the results its members truly desire,” says Senge. According to Senge, team learning has three critical dimensions:

- The need to think insightfully about complex issues.
- The need for innovative, coordinated action.
The role of other team members on other teams.

“The essence of becoming a learning organization involves redesigning the nature of the work itself so that while we are working we are learning,” says Senge (1999).

5.20 Systems Thinking
The systems approach is to:

- Identify a system. Some systems are simple and predictable, while others are complex and dynamic. Most human social systems are the latter.
- Explain the behavior or a property of the whole system. This focus on the whole is the process of synthesis. Ackoff says that analysis looks into things while synthesis looks out of things.
- Explain the behavior or properties of the thing to be explained in terms of the role(s) or function(s) of the whole.

5.21 Teams bridge the gap between Leaders and Followers
Teams represent the learning organization in action. Great teams are groups of people, who over time enhance their capacity to create what they desire to create. Team members develop new skills and capabilities and as capabilities develop, so too, does awareness and sensibilities. “There are five fundamental qualities that make every team great: communication, trust, collective responsibility, caring and pride.

The best organizations use their leadership teams to act on this theory by adding groups and new roles, slicing through organizational charts vertically, diagonally, and horizontally. Because of so much change, leaders must know how to move through chaos, learning to accept change and ambiguity, and ultimately learning to thrive on chaos. This is a critical ingredient behind the leaderful organization which is inherited in the ten interesting traits:

1. Leaders manage the dream for others. As Carl Jung says: “A dream that is not understood remains a mere occurrence. Understood, it becomes a living experience.”

2. Leaders are not afraid of failure and thus, they embrace error. The only mistake is to do nothing.
3. Leaders encourage a reflection backwards to comprehend what is ahead. In the words of one leader: “I never know what I say until I hear the response.”

4. Leaders accept dissent since some level of disagreement is required for real progress. This is the organizational corollary for reflecting back. Contrary views are sometimes needed to force change.

5. Leaders possess the noble factor of optimism, faith, and hope. Hope gives the leader choices.

6. Leaders understand the fallacies of managing vs. leading and they expect the best from people provided that the people have the right leadership.

7. Leaders have an uncanny sense of where the culture of the organization should be and where the organization must go if it expects to grow and survive.

8. Leaders have a vision and roadmap to get there – possessing a long-range view of things.

9. Leaders have a solid grasp of stakeholders’ symmetry. They recognize the need to balance competing claims of all groups who have a stake within the organization.

10. Leaders are highly effective at building strategic alliances and partnerships. They see the world globally and they know they and the organization cannot hide in today’s highly connected world.

Finally, leaders need to build common organizational purposes and values to guide the organization as opposed to objectives and goals. Making leadership authentic is paramount since people will not follow those they do not trust. Therefore, leaders must knit the entire organization together through inclusiveness. Authentic leaders clearly comprehend the change they want and likewise, followers consider this change genuine and lasting.

5.22 Assessing and Developing Leadership
A framework of accountability or measurement is not only important to the development of individual leadership, but also for creating the leaderful organization. There is a wide range of assessment tools available for measuring leadership:

- **Myers-Briggs Type Indicator**: Although not directly related to leadership, this is probably the best overall assessment tool for understanding the different personality types of people.
Leadership Practices Inventory Model: Easy to use and widely practiced in the corporate world.

Campbell Leadership Index: Basic listing of approximately 100 leadership characteristics – somewhat difficult to use.

Prospector – Center for Creative Leadership: Looks at 57 different behaviors – somewhat limited in application.

Skillscope – Center for Creative Leadership: Good overall model that looks at 15 different leadership clusters.

Leadership Odyssey: A nice modern day tool for assessing leadership based on 37 attributes.

Emotional Competence: Several tools are available for measuring emotional intelligence – a major factor behind leadership effectiveness

One way to directly assess leadership capacity is to look at one’s Emotional Quotient or EQ. In 1995 Daniel Goleman published the best seller Emotional Intelligence, which popularized how emotional intelligence is linked to leadership. Matthew Jueschter, Chairman of the American Society for Training and Development quoted, “Leadership is almost all emotional intelligence, especially in distinguishing between what managers do and what leaders do – things like taking a stand, knowing what’s important to you, pursuing your goals in partnership with others.” Emotional Intelligence is about placing a value on the feelings of others. We all have emotional needs – emotions represent real needs, basic to how we connect with others, how we define our moral boundaries, and how we find self-esteem. And since self esteem is at the foundation of productivity and performance, there is a serious relationship between one’s emotional intelligence and one’s performance. Emotional Intelligence is measured in the form of one’s Emotional Quotient or EQ.

Organizations consist of people. We need to manage the human factors – perceiving emotions, integrating our emotions into our thoughts and actions, and knowing how to manage and use our emotions constructively. Behavior influences people and if the biggest influences come from our leaders, then our leaders must be emotionally intelligent.
Emotional intelligence, according to Time magazine, “may be the best predictor of success in life.” And despite the fact that emotional intelligence is a relatively new concept, there is overwhelming evidence that our best leaders and most successful people are very emotionally smart (high EQ’s).

5.23 Leadership Manifestations
As per Socrates (Adair, 1998) leadership traits can be taught through academics, but ‘how to lead’ cannot be taught –this is self-actualization. Primarily, leadership is learnt by doing, trail and error, and its reflections learning, Hersey & Blanchard (1994) oldest form of leader is task and relationship of behavior orientation. Today trilateral leadership model has emerged wherein, along with task, and relationship, ‘character’ also ushers-in as an important parameters (Brady etal.2007). This makes the leadership function more stringent. For example, if Task we give 80 marks, and relationship 90 marks, then, Leadership function =80x90=72%
But even we give character as 80 or 90 marks, then Leadership function =72x80=57.6%
And =72x90=64.8%
Now, even if high degree of leadership is: Task=90, Relationship=90 & Character=90,
Then Leadership functional effectiveness (Trilateral leadership model) = 90x90x90=72.9 (In percentages).
Thus, it will be observed that character plays a dominant role today.
There are many books and lead authors, especially Warren Bennis and John P. Kotter, have given vivid account of the leadership (effective) dimensions. Hesselbein etal. (1996) have accounted for the following traits.
1. Leaders do not wait.
2. Character counts
3. Leaders have their head in the clouds and their feet on the ground
4. Shared values make a difference
5. You cannot do it alone
6. The Legacy you leave is the life you lead
7. Leadership is everyone’s business.
But Peter F.Drucker (1996) defines / state leadership as:
“The only definition of a leader is someone who has followers- but without followers, there can be no leaders.”Leadership is ‘decision-making’, ‘result orientation’, responsibility, accountability and making a difference.
Leadership also as per Shackleton, has the following ingredients (Pathak 2010, Allio, 2002)

- Care
- Compassion
- Community
- Consistency

5.24 Strategic HR Leadership
According to George R. Terry, “Leadership is the activity of influencing people to strive willingly for group objectives”.

Harold Koontz and Cyril O’ Donnell state that “leadership is influencing people to follow in the achievement of a common goal”.

Strategic HR is passionate about people as the source of organizational success. It is a resource based approach that develops manages and other staff who can think and plan strategically and who understand the key strategic issues. It’s said “if you keep on doing what you have always done, you will keep on getting what you always got”.

Leading people, however, is much more of an art than a science. Great leadership is far more complex than that especially when it comes to leading innovation. The art of innovative leadership depends on willingness and ability to unshackle the energy, ideas and talents that people can and want to pour into their work within the organizations overtime, the leader’s capability is shaped by the top teams’ quality and by the capabilities of the full organization. The best leaders pay a great deal of attention to the design of the elements around them. “Good management controls complexity, effective leadership produces useful change.”

With careful selection, nurturing, and encouragements, many people can play important leadership roles in a business organization. The real challenge is to combine strong leadership and strong management and use each to balance the other. Leadership motivates people by satisfying basic human needs. Leaders regularly involve people in deciding how to achieve the organization’s vision. This motivational technique gives people a sense of contrast. Good leaders also recognize and reward success. This not only gives people a sense of accomplishment but also makes them feel like they belong to an organization that cares about them. Thus the work itself becomes intrinsically motivating.
Strategic HR leader creates challenging opportunities for young employees so that they develop leadership qualities in them. Such strategies help create a corporate culture where people value strong leadership and more people provide leadership in the complex organizations. Thus more and more persons have to develop the cultures that will create that leadership. Institutionalizing a leadership – centered culture is the ultimate act of leadership.

5.25 An Effective Leadership Model

As is evidently observed that leadership, cannot be taught, but ‘how to lead’ has to be learned by own experience and reflections. We can briefly examine a model for effective leadership. This demands the confluence of three core leadership elements – value creation (V), visions and direction settings (D), and community building (C). Leadership is flawed or in-effective when only two of them (elements) are present. The true leader emerges only when the above three elements conjoin.

Leadership in other words, is equal to V*D*C*, as shown in fig.5.1, effective leaders must possess the five cardinal virtues: authenticity, character, vision, will and wisdom, some of which can be learned and developed. The above skills are pre-requisites to certain skills, including managing change and communicating. All these skills can be learned. The effective leader applies these skills and combines education, counseling, and inspiration to create community of aligned individuals. Leaders must understand evolution of a self organizing system and encouraging coping with change or mutation and differentiation. Leadership typically emerges only when an individual or organization is challenged.
LEADERSHIP

Fig. 5.1: Effective leadership Model suggested as V*D*C* Shackleton’s (An Antarctic Explorer)

As has been observed above an effective leader should cope with change, accommodate diversity and resolve conflicts. Rather, more skill required is in communication –both speaking as well as listening. The success of a leader ultimately hinges on the ability to forge a community of people or individuals who will work together to realize their individual and collective potential ultimately attaining the objective. Also, as the situations change and organization develops/evolves and the environment changes, the vision and strategy must be continually defined/refined and more often than not entirely re-invented sometimes. At any level of evolution holding the values and vision is supreme.

Like the previous model Shackleton believes in the following tenets:

- Comraderie and community
- Human values – compassion & humility, loyalty of colleagues
- Flexibility – ‘creative flexibility’.
- Courage and unflinching passion.
- Leading by example

This model can be shown as below in Fig 5.2, as Shackleton’s leadership model.
5.26 Talent and Leadership Alignment
Dynamic reconfiguration of talent is dire essential for consistent leadership maintenance; rather ushering in personalized experiences for each customer-new managerial capability needs to be developed for continual transformation of the organization. Thus, talent essentially requires matching of opportunities with resources, skills, and attitude to learning, as well as on the competence of teams and the ability to continually configure and reconfigure task-based teams with the best talent obtained around the world. However, this requires mobilization of talent, and not necessarily outsourcing. (Prahalad et al. 2008).

To harness, leadership and embedding talent into it and leveraging its effects thereafter requires alignment of thought process (Norton and Kaplan, 2004) and synergize the components of characters like self-discipline, core-values, integrity, sense of identity and passion for doing good to humanity as well as society. In all this, character is the master piece of all the traits along with self-esteem, which substantially communicates consistency, choices, influence and longevity. Talent plus character is the most dominant factor and back-bone of the leadership which further guards for control of life, doing right things and not giving up in any situations of adversity. In this context, we
should not forget that talent is a gift—either you have it or you don’t—but character is a choice which once you want, must develop it.

As has been observed, the final component of strong character is integrity. Once a reporter asked from Gandhi’s assistant, Mr. Mahadev Desai, how the Indian statesman had been able to deliver such a speech without any notes! He retorted: “You don’t understand Gandhi” Desai further reiterated, “You see, what he thinks is what he feels. What he feels is what he says. What he says is what he does. What Gandhi feels what he thinks, what he says and what he does, are all the same? He does not need any notes” (Maxwell, 2007).
Also, old leadership concept of only ‘task oriented’ and ‘relation oriented’ is just not adequate today but it is clubbed with character as well—collectively it is difficult to maintain the same proportion (e.g. if task is 90% & relations 90% then leadership = 90 X 90 = 81%. But again it multiplied by character which is required today the leadership L = 81 X 90 = 72% only. This makes a colossal difference.)

“To survive into the 21st Century, Leaders of organizations must offer a greater sense of meaning and purpose for their workforce. In today’s highly competitive environment, the best talent seeks out organizations that reflect their inner values and provide opportunities for personal development and community service, not just bigger salaries. Unlike the marketplace economy of 20 years ago, today’s information and services-dominated economy requires instantaneous decision-making and building better relationships with customers and employees.” (Corinne McLaughlin, Spirituality & Ethics in Business).

5.27 The Triumph of Humility over Other Traits
As we observe that there are some inherent and core competent traits decidedly catapult a company and make them good to truly great. A colossal research has been done in this regard by Jim Collins (2001) which has transformed executive effectiveness by a paradoxical mixture of personal humility and professional will. The findings of the research was that Level 5 leader exists on top of a hierarchy of capabilities and as per the author this is a necessary requirement for transforming an organization from good to great. Level 5 leader essentially is an individual who blends extreme personal humility with intense professional will who acts as catalyst for others. Level 5 leaders are a study in duality: modest and willful, shy and fearless. Abraham Lincoln is one of the greatest
example and embodiment of this type of leadership which created a great enduring nation as USA. Level 5 leadership can be shown as an equation below:

**Humility + Will = Level 5**

This certainly transforms a good company into a great company. Individuals do not need to proceed sequentially through the four other layers of the hierarchy to reach the top, but to be a full-fledged *Level 5* requires the capabilities of all the lower levels. Fig: 5.3 depicts *Level 5* Hierarchy below:

![Level 5 Hierarchy Diagram](image)

**Fig. 5.3: The Level 5 Hierarchy**

### 5.28 New Generation Leadership

At present, we are in the fifth generation leadership. The management challenges of the 21st century leading to the evolution of futuristic sixth and seventh generation leadership styles have been dealt with.

Adam Smith, with the principle of division and subdivision of labour and reinforced by Taylor’s theory of scientific management and Fayol’s theory of scientific management and Fayol’s theory on unity of command. Fayol’s theory is important in the context of step hierarchies which emphasized division of work, authority and responsibility, unity of direction, centralization. Third generation management or the matrix organization broke free, and tried to overcome some of the problems like one person/ one boss principle as in a matrix organization two or more managers share power over a single subordinate.
In the initial stages, investigations on leadership considered leaders as individuals endowed with certain personality traits. Initially the feudal style of management existed which was mainly based on the personality of the leader. Matrix form of organizations focused behaviour and situational variables. With the present fifth generation, a concept has come that effective leadership is not based on the individual trait but is actually derived from the culture of the entire organization.

**Table 5.1: Evolution of Management & Leadership (First Four generations)**

<table>
<thead>
<tr>
<th>Generations</th>
<th>I st late 1700</th>
<th>II nd 1800 – mid 1900</th>
<th>III rd till late 1900</th>
<th>IV th nearing 2000 / 21C</th>
</tr>
</thead>
<tbody>
<tr>
<td>Society</td>
<td>Late Agriculture</td>
<td>Early Industrial</td>
<td>Late Industrial</td>
<td>Late IT</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Developed Industrial</td>
<td>Early Information</td>
<td>Early Knowledge</td>
</tr>
<tr>
<td>Organizations</td>
<td>Proprietorship</td>
<td>Steep Hierarchy</td>
<td>Matrix</td>
<td>Horizontal (Computer</td>
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<tr>
<td></td>
<td></td>
<td>(Corporation)</td>
<td>Early Virtual</td>
<td>Interfacing) Matured Virtual</td>
</tr>
<tr>
<td>Source of Wealth / Power</td>
<td>Land / Labour</td>
<td>Capital Technology</td>
<td>Skills / Competencies</td>
<td>Intellectual Capital</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Information</td>
<td>Knowledge</td>
</tr>
<tr>
<td>Philosophies Principles</td>
<td>Division of Labour</td>
<td>Division of Management</td>
<td>Line &amp; Functional</td>
<td>IT based Networking</td>
</tr>
<tr>
<td></td>
<td>Owner was Manager</td>
<td>Owner was Manager</td>
<td>Management Lean</td>
<td>Virtual Orgns Horizontal Controls</td>
</tr>
<tr>
<td></td>
<td>–Self Interest</td>
<td>Separate Owner/ Manager</td>
<td>Organizations</td>
<td></td>
</tr>
<tr>
<td></td>
<td>On Job Training</td>
<td>Scientific Management</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leadership Attributes</td>
<td>Absolute Authority</td>
<td>Commanding Directing</td>
<td>Motivator</td>
<td>Team Player</td>
</tr>
<tr>
<td></td>
<td>Hereditary Reward &amp; Punishment</td>
<td>Authority / Charisma</td>
<td>Team Manager</td>
<td>Integrator</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Individual Based</td>
<td>Facilitator</td>
<td>Collective Process</td>
</tr>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>Situation Specific</td>
</tr>
</tbody>
</table>

5.29 Challenges of the Future Leadership
The advent of the knowledge worker and the technology revolution has led the leadership character to undergo a sea change. Today, as well as in the future, leaders will be required to lead highly skilled knowledge workers fully aware of their rights and responsibilities.
5.30 Fifth Generation Leadership
In order to effectively lead knowledge workers in the next generation of leadership is focused on the following areas which also includes some aspects related to personal traits of the individual leaders such as:

a) Distinction between the functions of managers and leaders.
b) The capacity to create a compelling vision
c) Personal vision on the part of the leader, shared with the members of the organization
d) Transformational leadership-going beyond individual needs, focusing on a common purpose, addressing intrinsic rewards and higher psychological needs.

In such an environment people reach out to one another to work on a whole set of challenges in terms and clusters of teams in a distributed environment across functional and organizational boundaries i.e. ‘peer to peer’ relationship.

In the knowledge era there are five conceptual principles:

1) Network of experts of equal ability.
2) The integrative and interactive processes
3) Shared working
4) Human time and value
5) Virtual task teams.

The style of leadership calls for a large degree of human networking and sustenance and management of such networks for the accomplishment of mission objectives.

5.31 Evolution of Sixth Generation Leadership
A good example for the sixth generation organization can be seen in the Indian-Russian joint venture BrahMos. It is a partnership between two countries, harnessing the capabilities and specialists between the two countries with a sole aim to design, develop, produce and market a most advanced supersonic cruise missile in a highly competitive environment. The result of this joint venture is that the product has been developed phenomenally fast which in the normal course would have taken several years to develop.

5.32 Seventh Generation Leadership
Leaders themselves would have to develop the knowledge or get the capability in a short span of time. The circumstances should be such that leaders would develop the power to
perform effectively. In the context of spiritually, it can be noted that sages and rishis in ancient India also had supernatural powers, but they were not leaders in the traditional sense leading people for accomplishing the objectives. However, these days we see business leaders engaging in spiritual missions with yoga and art of living courses getting popular. As leaders are striving to achieve the Spiritual plane developing individuals’ consciousness and acquire enormous mental power.

A leader has to be of a different kind. He needs to possess four treasures: knowledge, virtues (righteousness), consciousness, and service to humanity.

**Table 5.2: New Generation Leadership (Fifth, Sixth, Seventh generation)**

<table>
<thead>
<tr>
<th>Generations</th>
<th>V th 21C</th>
<th>FUTURE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Society</td>
<td>Knowledge Intuitive</td>
<td>Boundary Less No Barriers to Knowledge</td>
</tr>
<tr>
<td>Organizations</td>
<td>Knowledge Networks</td>
<td>Global Networking Working across Time Line – Concurrent Facilities</td>
</tr>
<tr>
<td>Source of Wealth / Power</td>
<td>Knowledge Creative Solutions</td>
<td>Networking Reaction Time</td>
</tr>
<tr>
<td>Philosophies Principles</td>
<td>Network of Experts National Teams Shared Intellectual Resources Intra Nation</td>
<td>Cross Culture, Values Management Issues Inter Nation</td>
</tr>
<tr>
<td>Leadership Attributes</td>
<td>Non Authority Context Team Work</td>
<td>Ability to Synergise Intellact Across National Boundaries Self Managed Teams</td>
</tr>
</tbody>
</table>

**5.33 Leadership Roles**
The leadership roles and qualities would have to be of the highest order. A leader would have to take up important roles to achieve success. He has to be a *path finder and aligner*. The leader has to be a person who is successful in *empowering and igniting* the enormous talent. He should *enable* individuals/teams to achieve their goals through development of action plans, guiding individuals, problem solving, quick decision-making, etc.
5.34 Leadership Qualities in Seventh Generation
Organizations are going to undergo transformation in the 21st century on account of technology. Leaders must be well equipped with qualities such as envisioning, credibility, ability to learn, challenging the principles of success through the opportunity, team player, strategic leadership and innovation, management of uncertainty for them to be effective.

**Fig. 5.4: Changing Trends of Leaders**

5.35 India Centric Leadership
Indian leaders have to necessarily increase the element of human touch in the organizations. They need to realize the importance; Indians attach to long-term relationship possibilities. Thus, to make Indians productive, job security levels would play a crucial role (typically the choice is explained in the Performance Sand dune: Figure 5.5). Indians with high job security tend to become complacent.
Prof Arindam Chaudhuri's (2001), India centric management theory can be applied by business leaders. It brings together tenets of management from the Bhagvad Gita and combines these principles with Hershey-Blanchard's Situational Leadership model. Leadership styles play a big role with the help of Indian leadership techniques which are explained beautifully in some of our epics like "the Gita" and the Saam, Daam, Dand, Bhed (a little touch of modernity to the concept of Bhed, related Bhed with aspects of ruling/leading by dividing and delegating responsibilities) philosophy etc. which talk about flexible styles of handling people based upon situations and backgrounds ("Leadership Success Multiplier" model: figure 5.6).
Dand is for those who display lack of capabilities and responsibility on the job. They need management by direction in order to develop the right attitude.

Daam(incentives) works for those who become more mature (overtime or naturally) and requires management by attraction, job insecurity still needs to be around but if they work well human touch should be displayed.
Saam: As they become more mature, time comes when *job insecurity levels can be decreased and management should be by associating* them in the decision making process.

Bhed: Those who are most mature/Satviks would be most productive with least job security and perhaps even without any extra display of human concern. They need to be left alone and trusted completely. *Management by delegation* works wonders with them.

Tamas (Bhaktiyogis): When the *Tamas* come to him in order to reach God (i.e. him) Lord Krishna advises them to have blind faith that he exists and he says that this blind faith would lead them to God. Thus, he calls them the *Bhaktiyogis* (in an organization the top-level people who are supposed to be visionary are converted into Bhaktiyogis).

The Satwas (Gyanyogis) come to him he advises them to deny the existence of God and go in search of truth. And he says that this visionary journey would help them actually discover that he exists. Thus, he calls them the *Gyanyogis* (in an organization the exit policies and politically motivated union activities have made the bottom level people the Gyanyogis without proper education or experience).

Rajas (Karmayogis): When the *Rajas* approach him he tells them to keep on doing their work in a devoted manner to reach him. For them work should be worship and he calls them *Karmayogis*.

Thus follower ship from blind to work oriented to visionary as the key to success is very well pictured in Bhagvad Gita. Sadly, most of the Indian organizations don't adhere to it. Perhaps, the only example is that of the army. Knowingly or by default army focuses on follower ship. The bottom level soldier blindly follows orders without asking questions while the middle level captains carry on their work religiously and top level generals strategize.

5.36 Opening the door – Future dimensions of leadership
In short, leadership has become more difficult to sustain in our personality-centred, performance-oriented, information-rich age. To compensate, to survive and prosper, business leaders must be multi-talented, multi-dimensional men and women (Andrew Brown, 2000). New leadership ideas are certainly required. Effective leaders are:

i. **Heroes:** Devote themselves to the comparative good(eg. Nelson Mandela)
ii. **Actors:** Able to deliver authentic and convincing performances (William J.Kellog, Bill Gates).

iii. **Immortalists:** Admirable leaders are visionaries with high self-esteem, whose organization take on their personalities (George Merck, H.J. Heinz, and Anita Roddick).

iv. **Power-Brokers:** Excellent leaders are shrewd dealers in power, who accomplish goals by mobilizing others to act on their behalf (Don Kendall, Akio Morita, and William Siemens).

v. **Ambassador:** High performing leaders are diplomats, who use their interpersonal skills to develop valuable networks of external supporters (Chung Ju Yung grew Hyundai with his ambassadorial skills).

vi. **Willing Victims:** Effective leaders are, when necessary, content to make a personal sacrifice for the sake of a cause in which they believe(Jack Welch, Tony Blair)

To be fully effective leaders need to be adept in these entire dimensions of leadership such as multi-dimensional leaders like Mahatma Gandhi, Margaret Thatcher, etc.(Andrew Brown,2000)

Plato, the Greek philosopher in the fifth century BC, and Chanakya, the Indian philosopher, economist and strategist in the fourth century BC, had tried to study leadership. Plato’s study of the contemporary ‘philosopher kings’ and ‘great men’ made him believe that leaders are born not made. On the other hand, Chanakya concluded that leaders could be made. (Varma, 2001).

J.P. Kotter, (2002) was of the opinion that good management controls complexity whereas effective leadership produces useful change. Leadership complements management; it doesn’t replace it. Leadership motivates them by satisfying them by satisfying basic human needs.

5.3 Emotional Intelligence ushering into leadership

There is increasing evidence that the characteristics of EI: self-awareness, self-motivation, empathy and social skills is more effective than traditional IQ in predicting future life success. Emotional Intelligence is the capacity for understanding and
managing one’s own and others’ emotions. Intelligence in particular has played a very
minor role in organizational behaviour. In the workplace EI indeed have considerable
potential for successful performance. (Fred Luthans, 2008).

5.38 Concluding remarks
It is necessary for a leader to have a teachable point of view. Teaching and being a
mentor should be one of the important qualities of a future leader. Teaching should
involve helping others in identifying the goal and giving the people motivation and
discipline in achieving the goals. Teaching others to develop good ideas create
organizations that are oriented towards delivering success. Winning leaders articulate
values explicitly and shape values that support business idea. Value is the element which
guides the organization in the kind of behaviour required of its members. Winning
leaders have a clear set of beliefs and actions to motivate others. Great leadership is about
taking tough yes/no decisions. Thus the aspects of leadership most relevant for
knowledge organizations are core competence, skills and knowledge and attitudes that
effective leaders seem to share.

In organizations focus should also be put into aspects of follower ship.
Organizational excellence can be achieved when the principles of success such as,
passion at work, motivating people and winning friends, effective communication, and
leading extraordinarily will be practiced.

What makes a person a leader is still debated, but according to Warren Bennis (1994) all
leaders seem to share some common traits. The first is a guiding vision or purpose. A
leader has a clear idea of what she or he wants to do professionally and personally, and
will pursue the goal regardless of the setbacks. The second characteristic is passion or
enthusiasm and the ability to communicate that passion to others. Third, is integrity,
consisting of three ingredients: self-knowledge, candor, and maturity. Self-knowledge is
knowing one’s strengths and weaknesses. Candor is being honest with yourself and is the
key to knowing yourself. Maturity is the result of the lessons learned through following,
while observing others, learning to be dedicated, and working with others. It is being
truthful and never servile. The last two traits go hand in hand: curiosity and daring. A
leader wants to learn as much as possible and is willing to take risks.

Thus most organizations now realize that they must embark on this unusual journey –
searching and understanding leadership. One reason behind this trend is quite simple; the
discipline of management is giving way to the discipline of leadership. To create a high performance organization, you must have strong leadership. Leadership is one of those fundamental building blocks that drive everything else. The potential of the individual and the organization ultimately boils down to leadership.