

CHAPTER – 5

FINDINGS

5.1 Contribution to the Subject and Body of Knowledge-

The primary aim of the researcher in this study is to relook at the concept of leadership from a new perspective.

So far most studies on leadership have focused on the individual and the personal qualities and traits that shape leaders.

In this study the researcher has tried to shift the focus to the issues rather than the individual glorification and this has lead to the development of The Global Leadership Model which is based on contemporary issues.

This model or the concept is The Global Leadership Model which is issue based.

The expected contribution from this study is wide and immense in scope.

The responses to the survey conducted validate the hypothesis and the following contributions are expected from the study.

1. The study provides a framework for the discussion on the subject of leadership.

Whenever the subject of leadership is discussed there is a tendency to glorify the individual and the personality traits of the leaders. This is a universal phenomenon and one can see this in any discussion or debate on leadership. When this study was done there was an effort to try and change

this perception on leadership. The leaders from different sectors have been unanimous that the time has come to look at leadership from the prism of the complex issues that plague society. An overwhelming majority of the leaders agree with the viewpoint that there has to be a certain demystification of the concept of leadership. While the personality traits and individual charisma and other such things would continue to be important, they need not be the centre of focus in leadership debates. In a way one could call it the democratization of leadership or demystification process. Now the leaders could be called to be accountable to their followers and their constituencies and this can be from the point of view of the people they are supposed to benefit. In fact this concept of leader existing for the benefit of his followers is an old concept evolved from biblical times from the concept of the good shepherd who has the responsibility of keeping the flock together and also to take care of the followers. This is a divine responsibility and an opportunity to serve. It is this kind of leadership which is required and when one is talking of the genuine problems confronted by a vast majority of the population, then the discussion on leadership gets elevated to a level where there is a deep discussion on the kinds of contributions expected from leaders. The study has revealed the fact that across different sectors, leaders are confronted by issues which are disturbing and challenging and there is a clear consensus that a somewhat new and different approach is required to lead in the present environment. The complexity of technological change and unsustainable growth has led to a situation where leaders are no longer sure of the consequences of their decisions. This uncertainty erodes the confidence of most leaders and is an impediment to good decision making. In this study lot of important and compelling issues have been endorsed by the leaders and provide valuable insights into the thought processes of the leaders of different sectors. It is a significant observation that there is a

consensus among the leaders of the different sectors with regard to the general framework in which leadership can be looked at from the prism of issues. In the opinion of the researcher this agreement on the new approach to looking at leadership does provide a new reference point for discussion on the subject of leadership.

1. It provides an issue based model which can be used for developing an integrated approach to leadership for different sectors.

It is conclusive from the study that the leaders from different sectors agree on the need to have an integrated approach towards leadership. There is a unanimity with regard to the requirement of an approach which is issue based. The leaders like IAS officers, Directors, Members of parliament, Police officers, Military officers and others are unanimous that leadership should have an integrated approach. This means that thought leaders and opinion makers in society are coming around to the view that the most important job of leaders is to provide solutions to the most compelling issues of the times. The leaders agree that institutions and models like the one envisaged by the researcher are required to deal with the complex issues and isolated and piece-meal approaches would not work in the present times when the complex interplay of unsustainable growth and vested interests have brought about a dangerous situation which does call for a new kind of consensus among the various stakeholders. This kind of change is already happening. Eminent personalities like Abdul Kalam, Dr Mashlekar, Anil Kakodkar have come together to lead a global initiative for sustainable and equitable growth where the core competency areas of the best scientists, technocrats and managers would be harnessed for the overall development of the planet in the most vulnerable areas. The study of the researcher clearly brings about this change in the perception of the leaders from different sectors of looking beyond their narrow areas and looking at

the bigger picture. This trend is clearly endorsed by the majority of the leaders surveyed. (95%).

3. It provides a useful basis for Organizations and Institutions to develop leadership focusing on contemporary issues. This can be applicable for almost any sector.

One of the biggest problems and challenges facing organizations and institutions today is leadership development. This is an issue which is quite complicated and critical to growth and sustainability. The average age of a fortune 500 organization over the last century has been found to be less than 15 years. This shows that most organizations do not survive beyond their founders. This is a universal observation, What this clearly means is that businesses have become volatile and the average age of corporations are coming down by the day. This does not mean that the fundamental values need to be bypassed or shortcuts need to be taken. It is a fact that organizations which have survived long like the Toyota company have done so by focusing on some steadfast values which have stood the test of time. This is also equally true of other institutions like political parties or religious movements. Long term and sustainable growth can come only from an unwavering commitment to a cause which is noble. In fact many companies are realizing that there is more to charity and corporate social responsibility initiatives than public relations exercises. There is business sense in catering to the deprived sections of the society. Bill Gates is coming out with a workable business plan which can make substantial profits by catering to the poorest sections of the society. These ideas were earlier brought out by C.K. Prahalad in his famous book which talks about a fortune to be made at the bottom of the pyramid.

During the last few years many business and political leaders have been talking about sustainable development and equitable growth and the need to think beyond the immediate and focus on the long term. This kind of thinking requires a new breed of leaders and a new kind of leadership thinking. This can come about by a new kind of focus on the kind of leaders required for the times. In the opinion of the researcher developing this new age global leaders would require that once again there needs to be first an appreciation and consensus on the biggest threats and challenges which threaten the very existence of the planet as we know. This calls for a massive consensus on the kind of leaders required to face and surmount these challenges.

As a first step the organizations can look at the issues first and then look at having systems to develop leaders able to face the enormous challenges.

4. It provides a framework for developing leadership as a separate discipline /subject that can be a part of curriculum.

One of the important contributions of the research study is that it has brought about a consensus among leaders on the necessity of leadership to be taught as a separate subject altogether. A vast majority of the leaders feel that the time has come for leadership to be taught as a separate subject right from school level onwards. This is a paradigm shift in leadership thinking. So far leadership is taught in schools in an indirect manner mostly through historical anecdotes and examples. But clearly this may no longer be enough. It may be necessary to start the process from a very young and impressionable age and it is also felt by a majority of the respondents that a curriculum also needs to be designed and developed for imparting leadership development as a separate subject altogether. In the opinion of the researcher this needs to be further discussed and debated with educationists, teachers, opinion makers and other sections of the society and a suitable consensus can be arrived at on the subject. The fact that a

majority of the respondents endorse this line of thinking is itself quite significant.

5. It provides a guideline for evaluation of leadership.

One of the expected important contributions from the study is that it could provide a sort of reference or guideline in the evaluation of leadership. This is so because presently we do not have systems for evaluation of leadership. The focus of most corporate is on monitoring short term performance through periodic appraisal systems. These systems are heavily biased towards short term gains and very rarely reward long term thinking or orientation.

When the focus in leadership is shifted towards the issue rather than the personality then the rules for engagement and judgement change totally. Now the question of resolving the issues comes to the forefront and the very process of evaluation undergoes a change. There are of course challenges to be expected in any exercise of this nature but this certainly encourages a kind of behavior which can reward someone who can attempt improvements at the most basic level.

The global leadership model is for leaders for all the sectors and does not confine to any single sector or individual. The goals are long term and for the common good. The practice or implementation of such a model would fundamentally alter the rules as far as performance evaluation is concerned. It is too early to say what kind of impact this would have on behavior but one thing that can be said with certainty is that like the experiments of Taylor on time and motion studies which influenced the very way in which people work, by the process of observation of work, the global leadership model can fundamentally change the way one is appraised or evaluated. There are presently quite a few problems in appraisal systems the world over particularly with reference to

rewarding short term and long term behavior and some of the concepts of the global leadership model can provide solutions to these problems.

6. It provides a reference for various Organizations and Institutions for developing vision/mission statements and for long-term performance standards.

One important conclusion from the study is that the leaders from the different sectors are unanimous that the focus in leadership has to be on the long term issues and the problems with sustainable development and inclusive growth. This very fact brings about a very important aspect with regard to long term thinking and having a larger vision.

This would require a fundamental shift in the way organizations do their business and set their performance standards. Like the systems of appraisal and evaluation, there would need to be a complete change in the thought process for defining the vision and mission statements.

It is not an accident of history that some of the companies with the best longevity also have great vision and mission statements. The best examples which one can readily think of are Toyota, Coca Cola and Google.

Eventually when more and more organizations start to use this concept and tend to focus on long term goals and sustainability, it would certainly lead to improved business performance and change in results. This would lead to paradigm shift in the way organizations look at their business models.

This kind of radical change is not impossible. There have been instances where many organizations have reoriented their long term strategies and goals whenever faced with adversity and threat to their existence. The only difference is that today this kind of threat is being faced by many of the organizations and both the scale and magnitude is widespread and hence it is all the more important to look at these very fundamental questions which can provide

profound answers and change the very way in which organizations do their business.

7. It provides a basis for multilevel treaties, partnerships collaborations and curriculum design on global level.

The idea or concept of a global leadership model has quite profound implications for the multilateral systems in the world. The Bretton-Woods conference was probably one of the first kind of multilateral conferences in the world. This was of course brought about by the adversity of the war and suffering. Today what we have is multiple agencies and too many meetings on too many issues. There is the regional blocs and there is the G-8 and there is the IMF and world bank, there are bilateral treaties and there are several panels and inter-governmental bodies, there is WTO, and there are many more multilateral agencies. The question that needs to be asked is that why are the poorest people in the world not benefitting and why are more people dying of hunger and becoming homeless if there are so many agencies doing their job so wonderfully well as they claim to do. The problem is of conflicting agendas, not identifying the simple goals and the beneficiaries and the very existence of so many agencies with conflicting goals.

One of the ways out of this situation is to have simple goals and identify the target segment and recognize the simple fact that the world is one and a very small place to live.

Many countries in the world today have common problems. The issues identified by the researcher are common to all countries. The magnitude may differ but no country is immune to the huge problems and challenges posed by climate change for example. This concept of a small planet with huge problems often becoming unsolvable due to narrow and vested thinking and is a huge barrier in

the progress that otherwise would have been possible. This simple idea of a global leadership model can be a powerful catalyst for change.

8. It provides a framework and model for attaining the ultimate goal of world peace and sustainable development.

When we look at the complex issues which dominate public discourse today, there is always a feeling that we have been let down by our leaders. This is true of political as well as corporate leaders. The recent global financial crisis and meltdown has shown that at the crux of many of the problems today is the most fundamental lack of a value based leadership system. The collapse of the market system and the manipulation of the entire system by a few powerful individuals and vested interests have exposed the severe limitations of the present systems. In this tragic developments, the people who had nothing to do with the markets and the common taxpayers have suffered due to the misdeeds of a few. A new work ethic based on frugality and values is needed in leadership thinking if the laudable goals of sustainable development and world peace are to be achieved.

9. The Global Leadership Model TGLM™ provides a basis for the development of Global Leaders.

Today, globalization has made the world flat and distances have become redundant due to development of technologies. Nobody is immune to issues like terrorism and climate change. If the ocean levels rise and the surface temperature of the planet increases, it is a threat to each and every person on the planet. These issues can be ignored at one's own peril. The consequences of inaction can be catastrophic.

It is for these precise reasons that the global leadership model can have universal appeal and the basis for development of global leaders are the common challenges and problems that confront humankind today.

5.2 Scope and Limitations of Study-

SCOPE -

The scope of the study covers the geographical area of the city of Hyderabad and the eminent Organizations and Institutions in and around Hyderabad. For the purpose of development of an integrated model, eight different sectors were considered for the selection of 100 respondents from each sector. The scope of the study covers all eminent leaders from these Organizations and Institutions selected from the eight sectors.

The scope of the study also involves sending the soft copy of the questionnaire by e-mail to the following -

1. Famous personalities around the world
2. Eminent political and religious leaders
3. All the top academicians in the country including the directors of IIM's, IIT's, NIT's and other top Institutions.
4. Posting the questionnaire in www.surveymonkey.com
5. Posting to eminent bureaucrats and diplomats in the country.
6. The study also covered personal interviews and case studies of important leaders in Hyderabad.

LIMITATIONS-

The following are the limitations faced by the author-

1. Due to constraints of time and reach, the study was restricted to 8 sectors and limited to 100 respondents from each sector.
2. The personal interviews and the distribution of the questionnaire in person was limited to the geographical area of Hyderabad.

3. Due to constraint of time there was a limitation of the number of people covered.

5.3 Areas of Future Study and Research-

Due to limitation of time and resources the researcher could not cover more sectors and Institutions .Some of the areas for the future study and research are as follows -

1. Coverage of different geographical areas (Metros like Hyderabad with similar kind of sampling.Since the researcher was based in Hyderabad,the study was done there but since the issues considered are relevant to any part of the world,such studies can be extrapolated to different cities and towns across the globe and considering the fact the subject of leadership is universal and the issues are pertinent,one could expect similar results and conclusions.
2. Specific sector wise study on Leadership.
3. In the study the researcher has covered 8 sectors which in overall cover the wide Spectrum of society and in future research,any other specific sector may be Selected for coverage.
4. In the questionnaire circulated for the collection of Primary Data, the researcher has identified the question number sixteen as the one for the future research study. In this question the leaders from different sectors were asked to rate the key issues identified by the researcher in order of importance .The relative importance of the issues in each sector can be an interesting area of future study.In the response to this question,the respondents have rated each issue in the order of importance in their opinion,but however there is no clear pattern emerging out of the responses and more study may be required.
5. The ten key issues identified by the researcher have strong interrelationship and they reinforce each other. It is known that often the most poorest and vulnerable sections of the society are the most affected by climate change and similarly there

are socio-economic factors behind the rise of terrorism and the disillusionment with institutions. The study of interrelationship between these issues can be one more future area of study.

5.4 Conclusion –

The broad objectives of the study have been achieved by the researcher.

The hypothesis put forward have been tested and statistically validated. The broad conclusions drawn by the researcher based on statistical analysis are as follows -

1. An integrated leadership model encompassing the ten key issues identified by the researcher is required and this model has been called The Global Leadership Model (TGLM™). Ten key issues have been identified by the researcher. This is a totally new concept in leadership thinking and theory, the researcher has applied for the Copyright and Trademark and henceforth this model would be called The Global leadership Model, TGLM™.
2. Leadership is increasingly become issue based rather than individual centric.
3. While individual qualities of leadership like charisma, personality and other traits may be important in the development of leaders, it is imperative that we have a models & institutions that can create leaders without waiting for some messiah to emerge to lead people. Leadership has become too important a subject and cannot be left to chance.
4. The approach to solving common problems has to be necessarily global because globalization has flattened the world & made the word “local” a very relative term. Leadership has to be global in outlook & it has to have scalability from the local to the global level.

5. The problems may appear to be local but the solution has to be global & integrative since the wider issues are no longer local and do not have purely local solutions.
6. The leadership has to provide solutions to the important issues instead of piecemeal and short term solutions knee-jerk re-actions cannot be solutions. The solutions have to be long term & involve the common good. The hit and run tactics of a few selfish capitalists cannot be allowed to sabotage the interests of a vast majority of human population.
7. During the course of the study the researcher identified the issue based approach to leadership as a new way of approaching the subject and hence this idea was protected by applying and registering for a trademark and copyright as per the Indian Trademark's Act 1999 at the Trademark's Registry, Chennai.(Appendix-7)