CHAPTER – 1

INTRODUCTION

1.1 Preamble –

Leadership is a complex activity. The Leaders are the people with a huge responsibility. The actions and thoughts of leaders have wide influence on the people and society at large. Often there are long term implications of the actions of leaders. The last one hundred years of human existence has seen cataclysmic changes. It is not only the changes in technology, demography, climate and the external social and economic changes but also the pace of change which has increased and is increasing exponentially by the day.

The concept of leading or modern leadership is relatively new. Leadership has generally been associated with the individual qualities like charisma and the personal characteristics of leaders. In the opinion of the researcher there have been very significant changes in the past one hundred years in almost all conceivable fields. The pace of change is getting faster in an exponential manner. The world GDP has multiplied by almost sixty times in the past one hundred years. The human population has increased by twenty times in the last two hundred years. There have also been rapid technological changes like the internet and the communication technologies which have changed the way in which people communicate and access information. The planet has become an increasingly complex place to live in. Leadership needs to be redefined in the context of issues.

“The illiterates of the twenty first century will not be those who cannot read and write but those who cannot learn, unlearn and relearn.” (Toffler ,Alvin)

There have been great product breakthroughs over the last few decades which have changed the way humans live. The personal computer, the mobile phone,
digital music, e-mail and the internet are some of those which readily come to mind when one thinks of great product breakthroughs.

Similarly in the practice of management when one thinks of a similar breakthrough that has had significant impacts on the realm of business, anything that has changed the way large companies are run, it is difficult to find any. In the opinion of the researcher therein lies the problem. In many ways it seems that Management is out of date. There is a kind of conflict between Management and leadership. A distinction is tried to be drawn in Management books between Managers & leaders and there is an eternal debate on the qualities of Managers Vs Leaders. It is almost as if the practitioners of management suffer from some kind of an inferiority complex with regard to leadership and leaders. All fields have leaders. There are leaders in religious and spiritual fields. There are leaders in politics and in almost any conceivable field. But when it comes to Management there is a tendency to talk less about leadership and instead focus on managerial effectiveness. It is almost as if Management and leadership are mutually exclusive and many artificial distinctions are tried to be drawn between managers and leaders. But it is known from experience that more than at any other time in human history, the subject of leadership is absolutely critical. There cannot be any dichotomy between the concept of managing and leading. Every single sector is crying for leadership and in the opinion of the researcher, a new age model of leadership is required in the field of management which can be a reference for any sector. This study in summary is an attempt to look into the concept of leadership through the prism of issues rather than through the personality based approaches so far. In the opinion of the researcher the science and theory of management can only be successful by integrating the critical issues of the times and a new model of leadership needs to be developed considering the complexities of the new age.

Management practices and theories run the risk of going out of date. Like the combustion engine technology that has stopped evolving, there is a real danger of stagnation in management. It is important to embrace new ideas and concepts in management which are in tune with the times so that it does not become irrelevant. Unlike the laws of physics, the laws of management are neither fore
ordained nor eternal. They are subject to review based on the changing realities of the times and this is a good thing too for the equipment of management is now groaning under the strain of a load if was never meant to carry whiplash change, fleeting advantages, technological disruptions, seditious competitors, fractured markets, omnipotent customers, rebellious shareholders – those 21st century challenges are testing the design limits of organizations around the world, and are exposing the limitations of a management model that has failed to keep pace with the times. It is the belief of the researcher that we are now on the verge of a post managerial society and perhaps even a post organizational society.

Keeping this mind the researcher has identified ten key issues (Appendix –3) which are the most compelling in the complex world of today and which need to be addressed in a holistic and integrated manner for the sustainability of the planet and human kind.

This study is an attempt by the researcher to look at leadership in a new light.

1.2 Evolution of the Concept of Leadership-

Albert Einstein, one of the greatest human minds ever had this to say ‘ Even in such technical lines as Engineering, about 15 percent on one’s financial success is due to one’s Technical knowledge and about 85 percent is due to skill in Human Engineering, to personality and the ability to lead people.’

From the beginning of evolution of mankind, the concept of leadership has evolved. The earliest leaders in the Stone Age were the men and women who were physically stronger and who would hunt and provide food for the family. Over a period of time mankind established his superiority through the power of the mind and the human brain which helped in the development of basic skills required for the making of tools and weapons which helped in the evolution of the man from a primate to an intelligent animal to the industrialized civilizations as we know today. But one constant throughout this great transformation over the ages has
been the concept of leadership, though a formal definition of the term came less than three hundred years back.

The term leadership has been probably the most talked about subject. Decades of academic analysis have given us more than 350 definitions of Leadership (Bennis Warren, Harper and Row, 1985). Literally thousands of empirical interpretations of leaders have been conducted in the last 75 years alone but no clear and unequivocal understanding exists as to what distinguishes leaders from non leaders. In fact the word leadership appeared in the Oxford dictionary as late as the eighteenth century. Multiple interpretations of leadership exist but each remaining incomplete and wholly inadequate with regard to the issues.

Most of the definitions do not agree with each other and many of them would seem quite remote to the leaders whose skills are being dissected.

It is as what Braque once said about art which is also true about leadership ‘The only thing that matters in art is the part that cannot be explained.’ Like love leadership continued to be something that everyone knew existed but nobody would define. Today leadership is conspicuous in its absence .There is powerlessness in the name of crisis and complexity .With contradiction and polarization of thought and action, leadership has been sabotaged by pseudo intellectuals and outright frauds.

While a kind of pandemonium and confusion prevails, Corporations and Institutions have been rigid, slothful and crippled by the absence of leadership. They want it but do not know where to find it. The time has come in the history of mankind to critically re look at leadership. “These are hard times in which a genius would wish to live, .Great necessities call forth great leaders.” Abigail Adams in 1790 in a letter to Thomas’s Jefferson. (Bennis Warren and Nanus Bert, Harper and Row,1985)

Perhaps it is as true today as it was two hundred years earlier .Leadership is a word on everyone’s lips. The young sort of attack it and the old grow wistful for
it. All parents seem to have lost it. Many experts claim to have it and actors; artists; musicians spurn it while scholars and academicians want it. Many of the philosophers and scientists reconcile it (as authority) with liberty. Religious leaders and theologians equate it with conscience. Many bureaucrats pretend to have it.

Many corporate leaders fake it and many are disguising pure self interest as organizational interest and getting away with it. Many professional managers manage to con their organizations that they cripple and destroy the organizations beyond repair all the while claiming to protect organizational interest. Most politicians wish they had it. Everybody agrees and recognizes that today there is less of leadership than there used to be. Everyone wishes how great it would be if we had more of leadership. All Corporate, Academic Institutions, Universities, Professional bodies, schools, trade bodies, Government bodies, Corporations, NGO’s and all other Institutions in this country including the Institutions of family are unanimous on one aspect and that is that we need leaders. The matter now stands as certain that Wildman thought it stood in 1648 “Leadership hath broken into pieces” (Bennis Warren, Harper and Row, 1985).

At the same time, history effervescence with the names of individuals who have provided extraordinary leadership and rise to the challenges of their eras like Mahatma Gandhi, Swami Vivekananda, Winston Churchill, Franklin D. Roosevelt, Abraham Lincoln, J.R.D. Tata, Sir M. Visveswaraya and many others.

Their leadership built great nations and Corporations. Today there seems to be a disconnect between the enormousness of present day challenges and the pace of change and its requirements and the availability of the people to implement them. This void or vacuum like darkness may spring forth new leaders.
But what if it does not? Whole companies, Institutions, families and countries would go bankrupt. They would collapse even without realizing it. The need for leaders was never so great.

A chronic crisis has engulfed whole Corporations and Institutions. Everything seems to be in the state of dynamic inequilibrium and what stands out crying for attention is the pervasive incapacity of Organizations to cope with the expectations of their constituents. If there was ever a moment in history when a comprehensive strategic view of leadership was needed and need for having a relook at this mysterious phenomenon was required it is now and today.

It is needed not just to be done for or by a few people in high office but a large number of leaders in every job from the factory to the boardrooms. It is not for academic research and analysis but for the sake of mankind and its survival, this research is undertaken with the belief and knowledge that leadership is a pivotal force behind successful Organizations and that to create vital, visible and sustainable Organizations, a new approach to leadership is necessary. The researcher has identified this as TGLM™. (Appendix – 4)

The time has come to not to talk of leadership in abstract terms but in concrete and measurable terms. Leadership has to be demystified, brought down from its lofty pedestal, dissected and finally understood by the common man. Now as they say war is too important to be left to the Generals, likewise, leadership in an organization is too important a subject to be left behind to intuition, chance, whims and fancies of an individual. This is because leadership provided today has implication in the long term.

It is not just the quarterly results; it has implications on the long horizon, not only for the stakeholders of the Organizations and for its profits but for several generations of families and children dependent on the future of the Organization.
We owe it to the children of the country and world to put the fate and destiny of our Institutions in the safe hands. Power corrupts and absolute power corrupts absolutely and likewise good leadership can make or break an Institution. It is in this context that the idea of TGLM™ arises. It is necessary for the present and future health and wealth of the Organizations, Institutions, entire societies and all of mankind.

1.3 Why the study -

Most studies on leadership have focused on the individual and the personality traits of the leaders like charisma and the other personal qualities. The focus and the obsession with the individual personality has been to such an extent that the term ‘leadership’ has almost became synonymous with the few qualities of the individual like charisma, democratic, autocratic and similar other qualities. But the fact remains that today our understanding of leadership must extend for beyond the individual. While the fact remains that leadership cannot exist without the context of the individual, it is also starkly evident that the world has become a highly complex place and there are many issues which have become extremely relevant today which are intrinsic for leadership.

These ten issues have been identified by the researcher as the most compelling for the present times and there has been an attempt to re look at leadership through the prism of these issues (Appendix – 2, Appendix – 3, Appendix – 4).

The researcher has also looked at leadership from a holistic point of view. There is no attempt to distinguish leadership by sectors as has been the normal practice. In the opinion of the researcher the challenges in leadership have become so compelling and the complexity of the issues is such that all the sectors face the common challenges though the extent of these may vary. So instead of segmentation and compartmentalization of leadership into sector – specific areas,
the researcher has attempted to re-look leadership as a holistic, issue based subject facing common challenges and issues.

An attempt has been made by the researcher to develop these ideas and to develop a new leadership model which is based on the compelling issues of the times called TGLM™. In the opinion of the researcher, in the rapidly changing and complex world of today the following basic ideas have to be integrated in leadership models on a global basis:

1. The role of leadership is to look at problems in a holistic and integrative manner.
2. The complexity of problems demands urgent attention and collaborative effort. This co-operation should extend across national boundaries.
3. There can no longer be unsustainable growth. The resources of the planet are limited. It is the fundamental assumption and requirement that leadership has to necessarily provide sustainable development. Based on this, TGLM™ has been developed by the researcher which can focus on the issues which have been identified by the researcher.
4. The fundamental premise that the market mechanism by its own rules of demand and supply will create corrections that can meet this demand in an efficient manner is inherently flawed as it ignores the biggest market in the world today which is the demand for
   a. Sustainable livelihoods
   b. Elimination of huge income disparities
   c. Peaceful co-existence
   d. Clean environment
   e. Elimination of hunger and improvements in the lives of a vast majority of the population in the world.
As these are the crucial requirements of today, there has to be a redefinition of leadership and a much broader view of leadership than what has been so far been done.

In the opinion of the researcher there is no existing model which addresses the larger issues of the times, and there is no precedence for an issue based leadership model. By working on the above fundamental premise, the researcher has developed an issue based leadership model which is called TGLM™.

1.4 Area of study -

The following eight sectors are selected as areas of study. This study is conducted in and around Hyderabad and in each field 100 respondents are selected.

1. Corporate sector  
2. Universities and Academics  
3. National Institutions and Research and Development Institutions  
4. Political  
5. Religious and Spiritual  
6. Defense and Paramilitary  
7. Government  
8. Others

These sectors have been selected as they cover the broad cross-section of the society and can be considered as representative on the leadership in the society today.

1.5 Scope of the Study-

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.

Apart from the above, 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.

1.6 Introduction to The Global Leadership Model (TGLM™) -

The Oxford dictionary of current English defines lead as:
1. Cause to go with one especially by guiding or going in front.
2. Direct the actions or opinions of
3. Guide by persuasion or example
4. Provide access to or bring to a certain position
5. Go first, be ahead in a race
6. Be pre-eminent in a field
7. Be in charge of
8. Guidance given by going in front

The concept of leading or modern leadership is relatively new. Leadership has generally been associated with the individual qualities like charisma and the personal characteristics of leaders. In the opinion of the researcher there have been very significant changes in the past one hundred years in almost all conceivable fields. (Appendix 2 and Appendix 3 ). The pace of change is getting faster in an exponential manner. The world GDP has multiplied by almost sixty times in the past one hundred years. The human population has increased by
twenty times in the last two hundred years. There have also been rapid technological changes like the internet and the communication technologies which have changed the way in which people communicate and access information. The planet has become an increasingly complex place to live in. The researcher has identified the following ten issues which are the most compelling and demanding issues of the present times which leaders have to tackle. The issues identified by the researcher are:

1. Rapid technological changes – (Appendix 2,a ;Appendix 3)

   The pace of technological changes is making technologies obsolete in a very short span. This is particularly true in the era of Communication and Internet. But today no field is exempt from this threat. Apart from the issue of science and obsolescence there are also dimensions of morality, ethics, law and religion to some of the issues like human cloning, artificial life, genetic modification, stem cell research, human genome research, organ transplantations and others. This only means that developments in science and technology are becoming complex and their various implications for the future are still not clear to a vast majority of human population. Even the future directions of these technologies are not clear.

2. Blurring of distinctions between different sectors like Governments, Public Private, NGO, and others and overlapping of their functions – (Appendix 2,b; Appendix 3)

   The leaders from the different sectors selected by the researcher are unanimous in their opinion about the complex issues being faced by them. The challenges are increasingly looking similar in the different sections of leadership. No sector of leadership can work in isolation with regard to the complex issues being faced. There has to be a commonality in dealing with the issues.

3. Global warming & Environmental destructions - (Appendix 2, c; Appendix 3)

   The CO₂ ppm in the atmosphere of the planet earth has gone up to 280 ppm from 180 ppm in the last hundred years. This is a phenomenal increase and this rise is
unsustainable. More than 80% of the species have got extinct due to these undesirable climatic changes in the last fifty years. Climate change is a threat to sustainability of the life on the plane and leaders from every sector are confronted with this challenge of mitigating and reversing the effect of climate change.

4. Skewed distribution of wealth / income among nations / individuals-(Appendix 2,d; Appendix 3)

While the number of billionaires is increasing in some capitalist countries, the income disparities in the world have never been starker. 1% of the world’s richest people control wealth and assets equal to the remaining 70% of the population of the world. In India which prides itself as a secular modern democracy the picture could not be more dismal. In India the top hundred richest people own wealth and assets more than that of seventy crore people in the country. More than ninety crore people in India live on an average income of less than Rupees sixty per day. What is more disturbing about these numbers is that these disparities are rising by the day. The rich are becoming richer and the poor are becoming poorer.

5. Conflicts between systems of Governance (Capitalism, Socialism etc) and issues of Governance at company level (Corporate Governance Issues).- (Appendix 2 e; Appendix 3)

The launch of Glasnost and Perestroika in the erstwhile USSR signaled the end of socialism and shift towards the free market economy. Around the world obituaries were written for the erstwhile socialist and state run models. However the recent economic meltdown and the financial crisis have seriously eroded the beliefs in virtues of a free market economy. The capitalist economies are increasingly looking for help from the state even as the state run economies are privatizing their economies. In a way both capitalism and socialism are reinventing themselves. There have been serious cases of fraud and manipulations of the system in the failed capitalist model of the USA recently. The shortcomings of the so called free market economy have been exposed brutally.
Iconic companies and their celebrated CEO’s have beaten the dust and few of them have been exposed as no more than frauds and conmen. This has raised a very relevant question as to what kind of system of governance is suited for the present times. There can be no easy answer to this. Capitalism itself is evolving and the role of state in providing social security and health security to its citizens is increasing in the so called liberal western capitalist markets.

6. Increasing competition between Governments & Corporations for natural resources / minerals, food grains and strategic energy sources. (Appendix 2, f; Appendix 3)

There is a huge competition between governments and corporations to control the natural resources and the energy sources. This has in the past lead to wars and conflicts. The exploitation of the mineral rich Africa by the rich countries of the west and of late by China with scant regards to the rights and livelihoods of the poor locals is leading to the situation of civil war conditions in many parts of the globe. Reactionary forces like the pirates off the Somalian coast are already posing a grave danger and threat. In countries like India also officially about one hundred and eighty of the five hundred and forty districts in India have been declared to be affected by the Naxalite violence. There is no rule of law in these areas and the writ of the police and the judiciaries do not hold. It is not an accident that these areas afflicted with naxalism also happen to be richest in mineral resources and the fruits of development have not reached these most backward places. A complex socio economic problem has occurred and slowly it is spreading its wings and leading to the armed struggle and uprising. Not surprisingly the state is being viewed as an oppressor and there is a grass root support and popular sentiment of the local population supports this struggle against the State. Probably in no other country in the world does the government acquire land on behalf of the industrialists by displacing the poor and downtrodden and deprives them of their livelihood.
7. **Rapid rise of population & deterioration of urban infrastructure-(Appendix 2, g; Appendix 3)**

The population of the planet has increased twenty fold in the last two hundred and fifty years. This is the steepest rise in the history of humankind. For centuries the population of the world remained stagnant and at times of drought, famines and wars might have actually decreased. This sudden rise in population in such a short span has been accompanied by mass migration to the cities and rapid deterioration of urban infrastructure.

8. **Enormous strain on the emotional will being of people as a consequence of the rapid changes-(Appendix 2, h; Appendix 3)**

The rapid changes taking place around in the planet in climate, economy, politics and technology are putting an enormous strain on the psychology and well being of humankind. Stress related disorders and psychosomatic ailments are on the rise. People want peace and harmony but are often at odds with their compulsions of daily life. This is leading to new ailments like road rages and emotional disturbances. Happiness has become elusive and extreme pursuits of materialism have lead to a culture of deceit, greed and fraud which are fundamentally eroding the fabric of morality. There is utter confusion and chaos and the complexities of the market place have only added to the problems. Today humankind is not sure about which direction to take in the pursuit of happiness. Spiritualism and religion both play a crucial and stabilizing role. Leaders need to address these concerns in order to provide direction and leadership.

9. **Low levels of human development indices & widespread hunger, diseases and poverty-(Appendix 2, i; Appendix 3)**

India ranks among the poorest countries in the world in terms of per capita GDP. Even Punjab which is the most prosperous agricultural state has hunger levels comparable to sub-Saharan Africa,. On the HDI (Human Development Index) the performance of India is way below that of countries like Bangladesh and Uganda. While we pride ourselves on the GDP growth rate of the past few
years after liberalization, the fact remains that on the HDI and hunger front there is not much success. A vast majority of the population is being left out of the growth story. This is an important issue to be addressed by the leaders.

10 Societal conflicts, terrorism and disillusionment with Institutions and Corporations--(Appendix 2, j; Appendix 3)

In various parts of the globe ethnic and societal conflicts are on the rise. Around the neighborhood of India there are complex problems. There is ethnic violence in Sri Lanka, the near disintegration and civil war condition in Pakistan, the take over of Nepal by Maoists, the Talibanization of Afghanistan and the problems of infiltration and terror modules from the neighboring countries. All over the globe there has been a marked increase in ethnic strife and conflicts. India has been seriously affected by terrorist violence. The civilian causalities in terror attacks in India in the past three to four years have been the highest after war torn Iraq. These conflicts are on the rise in different parts of the world including west Asia, Israel, Mongolia, France among others. Ironicly globalization has not been able to overcome age old prejudices and today there is a world torn apart by ethnic and religious fundamentalism and increasing strife and conflicts across the globe which threaten the very survival of nation states.

This calls for a serious introspection of the existing systems and models since in most cases the popular sentiment is in support of such causes. The researcher is of the opinion that a new approach to leadership is required in the present times which addresses the ten issues identified by the researcher and this new model of leadership has been called TGLM™ is a new way of looking at leadership from the point of issues and in the opinion of the researcher this model would have universal relevance and it would also have the following characteristics:

1. Scalability
2. Repeatability
3. Replicability
4. Consistency
5. Predictability.

The researcher is of the opinion that an integrated model encompassing all important contemporary issues identified by the researcher is required. Since there is no prior reference for such a concept the researcher has registered for a copy right & trade mark and this model has been called TGLM™ by the researcher.

In the opinion of the researcher it is intuitively understood that leadership has to result in sustainable development and it is in this context that the issues have been identified in TGLM™ by the researcher. There is a near unanimity among the leaders from the sectors covered in the study about the necessity and requirement of looking at leadership in the context of issues and the hypothesis put forward by the researcher has been confirmed in an overwhelming manner by the respondents.

1.7 Link between TGLM™ and Sustainable Development-

In order to achieve equitable growth, a consensus on Macro Economic policy co-ordination is required cutting across sectors and countries and regions of the globe. In most parts of the world consumers are cutting their spending in response to a fall in their wealth and a fear of unemployment or both. There is an overwhelming force behind the collapse of jobs, output and trade flows. The basic problem is a flawed leadership model which panders to short term gains and divides the world into compartments. Sustainable development can happen effectively only if the world co-operates efficiently. The declining consumer demands and the cycles of bust and boom can be offset by a valuable increase in investment spending to address the most critical needs on the planet like sustainable energy, safe water and sanitation, a reduction of pollution, improved public health and infrastructure and increased food production.
Across the globe the leaders need to stimulate a kind of leadership which can address and integrate the issues and provide leadership on issues addressed in TGLM™.

A powerful way to boost the world economy and to help meet the future needs is to increase spending on key infrastructure projects mainly directed at transportation and urban infrastructure (Roads, Ports, Rail & Mass transit) and sustainable energy, pollution control and water and sanitation. There is a strong case for TGLM™ for increasing global co-operation to increase these public investments in the developing economics and especially the poorest regions of the world. These regions, including sub-Saharan parts of Africa and Central Asia are suffering harshly from the crises of global inequity owing to falling export earnings, remittances and capital in flows.

The poor regions of the world suffer the most from climate changes such as more frequent droughts caused by the rich countries ‘green house gas emissions.

At the same time impoverished countries have huge needs for infrastructure especially, Road, Rail renewable energy, water & sanitation and for improved current delivery of vital life saving services, including health care and support for food production.

The rich countries of the world need to establish new programmes to finance infrastructure investments in low income countries. The new lending should be directed towards developing economies. The new financing would include direct loans from rich countries export credit agencies to enable poor countries to borrow long term (for example 40 years) to build roads, power grids, renewable energy generation, Ports, fiber optic networks and water and sanitation and health care systems. The rich economies should also increase the lending capacity of the World Bank, the IMF, The African Development Bank and other International Financial Institutions.
The lead can be taken by countries like Japan, with a surplus of savings, a strong currency, massive foreign reserves and factories with few domestic orders. This can provide the required funding. It can boost the economy of the poorest countries and thereby its own by directing its own industrial production to the needs of the poor and developing world.

Co-operation can lead to a global opportunity to invest in the future well being of the world. By directing resources from the rich countries to the investments needs of the developing and poor countries, the world can achieve victory on many fronts. Higher investment and social spending in poor countries will simulate the world economy and promote sustainable development.

The issues identified by the researcher in TGLM™ have to be addressed and this model has to be adopted on a global scale. The ten issues have been identified by the researcher based on extensive literature survey and from articles and opinions of eminent personalities.(Appendix 2, Appendix 3 & Appendix 4 of Vol. 2).