Appendices

1. Fifty One-Liners on Leadership from *Tirukkural*
2. Fifty One-Liners on Leadership from *The Mahabharata*
3. Books That Inspired Celebrities
4. Fifty Quotes on Leadership from Three Sources
5. Leadership Styles of 50 Reputed CEOs: Their Advice
6. Fifty Important Post-2000-AD Titles on Leadership
7. Important Titles on Leadership - Categorised
8. Consulted Titles for the Primary Source - *Tirukkural*
9. Consulted Titles for the Primary Source - *The Mahabharata*
10. Works related to the Primary Source - *The Mahabharata*
11. Index to Authors Cited in the Thesis
12. Index to Leaders Referred to in the Thesis
Appendix 1

Fifty One-Liners on Leadership from *Tirukkural*

Figures in brackets in the *Kural* section are the serial numbers of the couplets.

1. Erudition is reflected in one’s expressions. (28)
2. The fit and the unfit are known by their legacy. (114)
3. The envious never rise up, the unenvious never fall. (170)
4. The strong shine out of hardships as gold out of smithy. (267)
5. What does a tall public image count if the heart is guilty? (272)
6. No agony from those things a man keeps away from. (341)
7. Go into the grains of truth, whatever be the source. (355)
8. May thy ear be fed, before thy stomach. (412)
9. The wise will foresee. The unwise will not. (427)
10. Avarice saps wealth without the slightest vestige. (437)
11. No investment, no profit. No support, no stability. (448)
12. Ponder over before you act; hindsight is disgrace. (467)
13. Overloading even with peacock’s feathers break axles. (475)
14. A man’s greatness is known by his deeds. (505)
15. The position corrupts even the duly chosen men. (514)
16. Affection shall not be a placement preference. (515)
17. Having chosen one for a task, leave him to do it. (517)
18. Forts do not guard cowards, nor riches the unalacritous. (534)
19. Right rule extends the term of governance. (556)
20. Those of etiquette can stomach even poison as nectar. (580)
21. Never buy a spy’s words; set another spy to espy him. (588)
22. Only the pro-active possess anything, not the rest. (591)
23. The persevering shall never brood over losses. (593)
24. One with undaunted will is on the trail of wealth. (594)
25. A man’s grasp is as high as his mind’s reach. (595)

26. Entertain high thoughts. Eschew the rest. (596)

27. Amidst an ambush of arrows, an elephant is stubborn. (597)

28. The world is not for those who lack will power. (598)

29. Size matters little. (599)

30. The languid gain little, even with props of the wealthiest. (606)

31. Misfortune is no disgrace; not exerting is. (618)

32. The persevering shall turn destiny aside. (620)

33. Laugh away distresses. Nothing wins better than daring. (621)

34. The unruffled trouble the troubles. (623)

35. Ability is not planning, but execution. (640)

36. Employ invincible words. (645)

37. Heaping ill-gotten wealth is storing water in unkilned pot. (660)

38. The strong mind gets things done, as willed. (666)

39. Other assets don’t count without resoluteness. (670)

40. Hire the one who reads faces, at any cost. (703)

41. Strike identity with the audience as you speak. (713)

42. Addressing the unfit is pouring nectar in a dump yard. (720)

43. Nothing is more pernicious than an unrated friendship. (791)

44. Dare the strong, not the weak. (861)

45. Undo enmity at its infancy, as uprooting a briery plant. (879)

46. Even a jot of fault lowers the prestige of the great. (965)

47. Aspiring for glory is light. Not seeking it is blight. (971)

48. Easy accessibility is a mark of courtesy. (991)

49. Those who lack cheers spell darkness even at noon. (999)

50. The shameless destroy everything. (1019)
Appendix 2

Fifty One-Liners on Leadership from *The Mahabharata*

Numbers relate to Ganguli’s translation of Bhishma’s *Raja Niti*; the un-numbered entries relate to *Vidura Niti* and the *Bhagavad Gita*, as edited by the research scholar.

1. Ignorance is the spring of misery. (CLIX – 348)
2. Ignorance has its origin in covetousness. (CLIX – 348)
3. No man indulging in pride would ever be called wise. (XXXVII- 75)
4. Real wisdom is never to be angry at any creature. (CL-CLI–331)
5. A weak-minded king can never display wisdom. (CXLII – 320)
6. How can happiness be had from despondency? (CLIII- 337)
7. Objects will be won by resolution. (CLIII- 337)
8. Morality is duty and righteousness. (CXX –264)
9. A life of infamy is equal to death. (CXX – 269)
10. Duty must spring from understanding. (CXLII –320)
11. The king should always exert to acquire greatness. (CXXXIII–266)
12. The man of procrastination is lost. (CXXXVII – 291)
13. The kings should never indulge in fruitless disputes. (CXL 12)
14. The king should always honour the foes of his foes. (CXL311)
15. Good deeds are very rare in those that amass riches. (XXVII 49)
16. The enemy should never be scorned; however, contemptible.
17. Perseverance is the root of prosperity, of gain.
18. Abstain from the companionship with the vile and the low.
19. Do not humiliate and insult others.
20. Avoid sleep, drowsiness, fear, anger, sloth and procrastination.
21. Long are the arms of the intelligent.
22. He who exults not at honours grieves not at slights.
23. Harsh words scorch a man’s vital sources.
24. He is a wise person who does not disregard even a weak foe.
25. Never tell any, “I do not believe thee.”
26. One should never speak of what one intends to do.
27. A king should observe his duties without wrath or malice.
28. A king who commences with sternness burns the world.
29. Gold is tested by fire; a well-born person by his deportment.
30. To know what to do and not to do, take transformation within.
31. Behaviour is rooted in predominant thoughts and tendencies.
32. You are what you eat, and, you eat, based on what you are.
33. Meditation dissolves sorrow and destroys mental pain.
34. The mind is restless and hard to subdue, but it can be done.
35. Desires never say ‘Enough.’
36. Anxiety robs energy.
37. Greed is but desire swollen to grotesque size.
38. Pure thought is more important than refined words and deeds.
39. Purity of action and heart is essential for spiritual growth.
40. Courage, purity, steadfastness and self-control are divine traits.
41. May what you say be pleasant and true.
42. Promoting vanity does not help spiritual growth.
43. Whatever a great man or a woman does, others follow.
44. Both bad and good deeds are the results of human action.
45. Right knowing leads to right doing.
46. Right doing gives rise to right knowing.
47. Anxiety results in far inferior work.
48. Do your work but with full control of your mind and senses.
49. Present truth pleasantly. If you cannot do so, remain silent.
50. What you, others also do.
Appendix: 3

Books That Inspired Celebrities

This list is sourced from Gene Landrum’s Eight Keys to Greatness, Magna Publishing House, Mumbai (India) 1999

Maya Angela
“Crime and punishment changed my life; I act like my hero/shero would act.”

Honore de Balzac
Coined mythomania to describe hero worship of Napoleon and Attila the Hun.

Napoleon
Idolised Alexander the Great, Rousseau, and Goethe; carried their books to battle

Joseph Campbell
“Reading about Leonardo da Vinci changed my life."

Agatha Christie
Influenced by Charles Dickens and Arthur Conan Doyle’s Sherlock Holmes.

Charles Darwin
Read Malthus for entertainment and it influenced his theories of evolution.

Fyodor Dostoevsky
“I read like a fiend” Balzac and the book of Job inspired him to write.

Isadora Duncan
“I am indeed the spiritual daughter of Walt Whitman and Aphrodite.”

Thomas Edison
“I didn’t read a few books, I read the library.”

Albert Einstein
“I had read Kant and Darwin by age twelve.”

Bill Gates
“My favorite hobby is reading” Leonardo da Vinci held enormous influence.

Berry Gordy Jr.
“Joe Louis is my hero. He changed my life. When he became champion, I was 8; the fire started deep inside me to be special.” Loved “If” by Kipling.
Ernest Hemingway
Read Walpole’s Dark Forest at 18; hero inspired enlistment as ambulance driver.

Adolph Hitler
Carried Schopenhauer to battle; based on his Master Race thesis on Nietzsche’s Superman

Stephen King
“Lovecraft’s books struck me with such force. He opened the way for me. I lived and died with Dr. Jekyll and Mr. Hyde. My books are visual movies in my head.”

Karl Marx
Dedicated his thesis to Prometheus and lived his life in his image in radical revolt.

James Michener
“I read 40 volumes of Balzac’s Pere Goriot by age 12.”

Mao Tse-tung
“A hero worshipper who spent six months at age twenty reading about great heroes.

Maria Montessori
“I carried books to the theatre, influenced by Seguin, Piaget and Erickson.”

Anne Rice
“I’m obsessed with Dickens. A Christmas Carol had a profound influence on me.”

Ayn Rand
Admired Ottoman hero Cyrus, Catherine the Great, Victor Hugo’s novels and Aristotle.

Nikola Tesla
Reciting Faust during creation of alternating current. “Mark Twain changed my life”

Mark Twain
At age 15, Joan of Ark was his hero. “I read Kipling’s Kim every year.”

Ted Turner
Alexander the Great, Attila the Hun, Gandhi and General George Patton.

Frank L. Wright
Aladdin and His Magic Lamp story; taught he was Welsh God Taliesin.
Appendix: 4

Select Quotes on Leadership from Three Sources

Source I Conceptual – General books

The following quotes from *The Forbes Book of Business Quotations*,¹ *The Penguin Book of Business Wisdom*² and *Leadership*, compiled by Ajanta Chakravarty, (Rupa &Co)³ define leadership. (Comments of the researcher are provided within brackets)

1. Leadership is the initiation and direction of an endeavour in pursuit of consequence. (*Leadership is action – no sermon*) Royal Alcott

2. Leadership involves remembering past mistakes, an analysis of today’s achievements, an a well-grounded imagination in visualising the problem of future. (*Leadership is vision sustained by the rigours of reality.*) Stanley C. Allyn

3. A leader of men must take decisions quickly; be independent; act and stand firm; be a fighter; speak openly, plainly, frankly; makes defeats his lessons; co-operate, co-ordinate; use the best of any alliances or allies; walk with active faith courageously toward danger or the unknown; create a staff; know, love and respect the best interests of his followers; be loyal; true; frank and faithful; reward loyalty; have a high, intelligent and worthy purpose and ideal. Do justice, love, mercy; fear no man, but fear God only. John W. Dodge

(Note: decisions quickly, independent, act, speak openly, faith, courage, alliances, know, love, respect, intelligent, and purpose.)

4. A chief is a man who assumes responsibility. He says “I was wrong, not my people were wrong.” Antoine de Saint Exupery

5. The man who is worthy of being a leader of men will never complain about the stupidity of his helpers, the ingratitude of mankind, nor the inappreciation of the public. These are all parts of the great game of life. To meet them and overcome them and not go down before them in disgust, discouragement or defeat - that is the proof of power. William J. H. Boetcker
6. Leadership is an experience of power which may blind the victor to the march of history. *(Power tends to blind; being awake is important.)*

Ferdinand Braudel

7. You will never be a leader, unless you first learn to follow and be led.

Tiorio

8. Real leaders are ordinary people with extra-ordinary determination.

*(The man-leader syndrome is reassured.)*

John Seaman Garns

9. Reason and judgment are the qualities of a leader.

Tacitus

10. To keep at the top is almost harder than to get there. There is no office-hours for leaders. *(Note: no office-hours for leaders.)*

Cardinal Gibbons

11. Those men who command themselves command others.

*(Self-control is a norm for leadership.)*

William Hazzlit

12. The character and qualifications of the leader are reflected in the men he selects, develops. To have loyal, efficient employees, be a loyal, efficient employer. *(As the leader, so the followers)*

Arthur W. Newcomb

13. He who has never learned to obey cannot be a good commander.

Aristotle

14. True leadership is all about example.

*(The leader shall set an example for modesty and obedience.)*

Bob Ashford

15. Leadership is a state of mind – what you do to yourself, not what you do to others.

Chin Ning Chu

16. Management is doing things right and leadership, doing the right things.

*(Note the difference between Manager and Leader.)*

Peter Drucker & Warren Bennis

17. Management is mostly about ‘to do’ lists. Leadership is about tapping the well-springs of human motivation, about the fundamental relations with one’s fellows.

Tom Peters

18. You don’t manage people; you manage things. You *lead* people.

Grace Hopper

19. When they were at their personal best, the leaders we studied were able to challenge the process, inspire a shared vision, enable others to act, model the way and encourage the heart.

James M. Kouzes & Barry Z. Posner

20. Yesterday leaders commanded and controlled. Today leaders empower and coach.

Denis Waitley
21. Because of unprecedented demands on today's leaders, a new kind of leader is emerging. Leaders must possess all of the qualities that historically have resulted in change and progress and yet much more: not only vision, creativity, and skill at communication, but also courage, empathy, and the flexibility to lead successfully through wholly uncharted and rapidly changing and often treacherous terrain.

*(Leaders Talk Leadership, P. 5)* Meredith D. Ashby, Stephen A. Miles

**Source 2 Observational - Books on Leadership**

22. There is, of course, a crucial distinction between management and leadership...A frequent lament is that many organisations are over-managed and under-led. The story of business is the story of great leaders. While the technology of management is highly developed our understanding of leadership is more fuzzy. Leadership is not so much about what you do, but how you do it.

*Gary Hamel*

*(The Ultimate Business Library, P. xii)*

23. Since leaders deal with people, not things, leadership without values, commitment and conviction can only be inhumane and harmful.

*Warren Bennis*

*(On Becoming A Leader, P. 163)*

24. An American said to Carter: “You are managing a nation Mr. President, but you are not giving us leadership. There is great deal of difference between the two. A President needs to do both.” *(In Search of Leadership, P. 42)*

*Russi M. Lala*

25. The communication skill is no less important; the skill of listening - listening empathetically to the voices of the community.

*Robert J. Allio*

*(Leadership: Myths and Realities, P. 193)*

26. Enabling your associates to work at their very best is at the core of managerial leadership. *(Managerial Leadership P. 79)*

*Peter Topping*

27. He who overcomes others is powerful; he who overcomes himself is strong.

*(Not Bosses but Leaders, P. 175)*

*John Adair*

28. One of the best hearing aids a man can have is an attentive wife.

*(Rules and Tools for Leaders, P.143)*

*Groucho Marx* cited by *Perry M. Smith*
29. Poor judgment of people is often the Achilles heel of an otherwise successful leader. *(Inspiring Leadership, P. 29)*

John Adair

30. The leader’s role is to provide direction through modelling and vision, to motivate through love and inspiration, to build a complementary team based on mutual respect, to be effectiveness minded and focused on results rather than on methods, systems and procedures. *(Principle centered Leadership, P. 134)*

Stephen Covey

31. Leadership is not a matter of command and control. It is the evocation and alignment of Spirit. - *(The Spirit of Leadership, P. 61)*

Harrison Owen

32. I believe there are five key steps to developing “Leadership from Within”: 1. Know yourself 2. Have vision and passion 3. Take risks 4. Communicate effectively 5. Check progress and results. *(Leadership From Within, P. 23)*

Peter Urs Bender

Source 3: Empirical - What Leaders Say on Leadership

33. The ability to concentrate and to use your time well is everything if you want to succeed in business – or almost anywhere else for that matter. *(Autobiography, P.20)*

Lee Iacocca

34. Your position does not give you the right to command. It imposes on you the duty of living so that others can receive your commands without being humiliated. *(Note what is not leadership)*

Dag Hammerskjold

35. I must follow people Am I not their leader? *(That a leader is a follower is one vital aspect of leadership.)*

Benjamin Disraeli

36. You do not lead by hitting people over the head – that is assault, not leadership.

Dwight D. Eisenhower

37. People ask the difference between a leader and a boss. The leader works in the open and the boss in covert. The leader leads and the boss drives. *(Note difference between leader and manager.)*

Theodore Roosevelt

38. If you want me you can always find me in the lead tank.

General Patton

39. Now I have got to be leader of leaders.

Steve Ballmer

*(High Tech Titans- E. Brown, P. 14)*
40. I am a true traditionalist, it is the area of communicating; the essence of communicating never changes. The goals remain the same: to introduce, instruct, persuade or assert authority. From yesterday’s handwritten notes to today’s e-mail the architecture of effective communication remains the same. * Know your subject * Know your audience * Know your medium * Given the choice be brief rather than wordy * Keep in mind the difference between a forceful and belligerent tone * Trust the power of a carefully chosen word * Never forget how you would like people to communicate with you. *(Communicating P. 7)*

Mark H. McCormack

41. The final test of the leader is that he leaves behind, in other men, the conviction and the will to carry on. *(Leadership should ensure continuum)* Walter Lippman

42. Leadership is the very heart and soul of management. No one really manages a business by shifting the numbers or re-arranging organisational charts or applying the latest business school formulas. What you manage in business is people.

*(Managing, P. 133)* Harold Geneen

43. I have concentrated all along on building the finest retailing company that possibly we could. Period. Creating a huge personal fortune was never particularly a goal of mine. *(Built to Last, James C. Collins & Jerry I Porras, P. 22)* Sam Walton

44. Our old style of familial company was unusual or rare in the United States, although Tom Watson Sr. built IBM into an industrial giant by using some of the same people oriented policies we use. *(Made in Japan, P. 163)* Akio Morita

45. It is not easy to say why one management is successful and another is not. The causes of success or failure are deep and complex, and chance plays a part. Experience has convinced me, however, that for those who are responsible for a business, two important factors are motivation and opportunity. Alfred P. Sloan, Jr., *(My Years with General Motors, P: 429)*

46. Researchers have classified three types of behaviour. The first group, termed gamblers, took high risks but exerted no influence on the outcome of events. The second group, termed conservatives, took very little risk. The third group, termed achievers, had to test the limits of what they could do, and with no prompting demonstrated the point of the experiment...The point is that both competence and
achievement-oriented people spontaneously try to test the outer limits of their abilities. (High Output Management, P: 165) Andrew S. Grove

47. John Keegan, a British military historian believes that great battle-field commanders such as Alexander the Great and Napoleon possessed five essential attributes of leadership: 1. They show the troops they care 2. They tell the troops exactly what they want 3. They convince the troops, they will be rewarded if they fight, punished if they don’t. 4. They know when to attack. 5. They share their troops’ danger. At the risk of making business sound too much like warfare, I think Keegan has a point for any manager who aspires to be a leader. Mark McCormack

(Success Secrets, P: 159)

48. In my capacity as President or Board Chairman, I have had to use strong words on occasions in reprimanding people or staff for failures or blunders. But I have never thought myself superior to them in intelligence or knowledge… A genuine sense of humility…will give huge dividends, both tangible and intangible.

Not for Bread Alone, P: 32 Konosuke Matsushita

49. Any damn fool can do it when things are going well. But how do you stay with it and keep things right when you are in trouble?… I have seen fellows who look like greatest guys in the world and yet when the crunch comes, they fold.

former Chairman of Du Pont, Irving Shapiro

(quoted by Mark Potts & Peter Behr The Leading Edge P. 200-201)

50. Throughout my life, the bottom line I have worried about most was that my kids turn out all right. The only rock that stays steady, the only institution I know that works is the family. I was brought up to believe in it – and I do. Because I think a civilised world can’t remain civilised for long, if its foundation is built on anything but family. A city, a state or a country can’t be any more than the sum of its vital parts – millions of family units. You can’t have a country or a city or a state that is worth a damn unless you govern within yourself in your day-to-day life. It all starts at home.

(Talking Straight, P. 18) Lee Iacocca
Appendix - 5

Leadership Styles of 50 Reputed CEOs: Their Advice

How 50 corporate chiefs in U.S function and what do they advice.

Thomas J. Neff, Chairman, Spencer Stuart, U.S. based executive search company and James M. Citrin, a communications professional and Managing Director, Spencer Stuart, have projected 50 CEOs as successful leaders in their book Lessons from the Top (subtitled - The 50 Most Successful Business Leaders in America and What You Can Learn from Them) One can gain an idea on the practical bearings of leadership. Management consultant Peter Drucker, prolific author, whose business is helping business, is chosen as the 51st leader. The following are the CEOs. They are introduced with their leadership traits and their advice to the corporate sector.

1. Telecom major AT&T’s Mike Armstrong calls for courage, vision or strategy, which should be real and substantive. One should have the guts to make decisions. His advice: You have to commit to values as you generate personal and organisational energy. You have to create excitement as well as opportunity.

2. Autodesk’s CEO Carol Bartz believes that leadership starts where one is excited about a vision. She insists that one should have passion and the surest way to the top is to have a strong and a broad base of experience. Her advice: People should build their career like a pyramid, not like a ladder. Pyramids have a stronger base.

3. “If you can’t pour your heart into what you say, how do you expect others to be passionate?” asks Hans Becherer of Deere who places faith in integrity, trust, customer focus, superior goods and concern for employees with their communities. His advice: Be passionate in what you do. A company responds to the passion and infectious enthusiasm of leaders.

4. Cordon Bethune of Continental Airlines feels that failures are of human origin. He holds that the leader should recognise and appreciate the employees. His advice: If treated like ciphers, they will let down the boss. Better talk straight to people and take their help. Don’t beat the horse to run faster. Sometimes he actually accelerates if you stop whipping him.
5. Brains are not everything, asserts Larry Bossidy of Allied-Signal. To him leadership is a vision. He calls for courage, communication and leading without panicking. His advice: The more you search, the more you recognise reasons to be humble, as there is an awful lot to do all the time.

6. Jim Broadhead of the FPL Group is terse. Says he, “A strategy is nothing but a piece of paper unless you put it into action.” His advice: The person in charge not only has to know what is to be done; he has to get the results. He has to execute. What separates winners from losers is execution.

7. Steve Case of America Online was involved in every decision. But soon he delegated things to attend to what really demanded his attention. His advice: Passion is as important as intellect. Realise that the only way you are going to create a significant company is to make your role into one to guiding things as opposed to doing things.

8. “Customer satisfaction is the most important measure. We measure it in every way,” says John Chambers of Cisco Systems. A visionary, he adopted a reward system to his employees to ensure customer satisfaction. His advice: Stay focused; draw on all the resources around you. You can accomplish almost anything, as long as you are willing to work.


10. Alive and responsive to changes Elizabeth Dole of American Red Cross managed her inner resources making the organisation move faster. She was passionate and effectively communicated her vision. Her advice: You may be the most dedicated person in the world, and have tremendous skills, but if you can’t communicate what you are trying to achieve, your organisation is not going to go anywhere.
11. **Bob Eaton** of DaimlerChrysler understood the difference between managing and leading. He organised teams accommodating all disciplines and eliminated the top management’s involvement in day-to-day affairs. **His advice:** Focus on vision and beliefs and values to inspire people.

12. **Bernie Ebbers** of MCI WorldCom dealt with people on a person-to-person basis, not on title-to-title. He never had a casual relationship with his employees. He tried to participate in their life as people, not simply as employees. **His advice:** If you can walk with people, you will find that much less resistance than in a dictated manner.

13. **Michael Eisner** of Walt Disney has proved that creativity determines success. A creative person comes up with interesting products, regardless of the industry. **His advice:** What gets measured gets done. What matters is the right perspective.

14. **Don Fisher** of The Gap recognised those who walked along with him; he paid credit to where it was due. **His advice:** Common sense is something you won’t get in business schools. Before realising the need to change things, you have to understand the culture.

15. With his motto, ‘decentralise the company; let people be responsible for their jobs,’ **Don Fites** of Caterpillar restructured the company when it was perceived impossible. He leads commendably by example. **His advice:** Leading by example is demonstrating and rewarding those who perform; not those who do not perform.

16. With his focus on future **Bill Gates** of Microsoft approaches the job with intensity. Doing his homework so thoroughly, he has set high standards that his employees desperately tried to emulate. To his personnel, he is a role model, revered and followed. **His advice:** If you enjoy your job, you will never burn out. Better to have a long time horizon for research.

17. **Lou Gerstner** of IBM reconnected his company with market place and its customers. He built better products and delivered them faster. Totally customer-focused, he energised the talented people waiting for leadership. **His advice:** Be intense, competitive, focused, blunt and tough. Have no complacency; if you believe the job is finished you will run into trouble.
18. Working for ‘a higher purpose’ Ray Gilmartin of Merck is people-oriented. Cost-conscious, he gives the value for money. His advice: Know and develop yourself; your business; develop and support your people and communicate; that part of leadership principle is often the hardest.

19. Realising that the people at the top should set an example as to how to run a business, Ace Greenberg of Bear Stearns hired poor but smart people who desired to grow rich. He made them work hard and stick to ethics. His advice: Be courteous to customers. Watch expenses when times are good. Ignore what everyone is doing. Do what you think is right.

20. With his hands-on approach Hank Greenberg of AIG wishes to build leaders, not a bunch of clerks. He delegates work and encourages branch heads to market aggressively. His advice: What you do with what is given makes all the difference.

21. Andy Grove of Intel enriched his employees through training. He prioritised the areas for improvement. His advice: Insufficiently trained employees are inefficient since they do not know the best way of doing things.

22. Setting his goals and communicating them effectively, Charles Heimbold of Bristol-Myers Squibb set his employees focused on future. He gave them responsibility, resources and stressed on the accountability factor. His advice: Be ambitious, be goal-focused. Experience is invaluable.

23. Taking the value code for family and business the same Martha Ingram of Ingram Industries encouraged one to one relationship. She installed a toll-free line that rang only in her office for employees to discuss problems directly. Her advice: Be ready to change directions, if you need to. Above all, worry about your customers. They can go away in a drop of a hat.

24. A vigilant David Johnson of Campbell Soup motivated the staff, tuned them to be self-reliant and alive to the competition to out-perform the targets. His advice: Be prepared to take risks. Tough goals that stretch you on, prompt you to succeed; the feeling thereof is unbelievable because of the accomplishment potential.
25. Herb Kelleher of Southwest Airlines holds leadership is servant-hood. He prefers leadership by example. He believes in adaptability and demonstration of sincerity, which should come from the heart rather than the head. **His advice:** Success is never final; keep earning it over and again. You have to avoid complacency, cockiness and arrogance.

26. Committed to quality products, customer care, trust and consistency Bill Kerr of Meredith makes his people eager to work. He is focused. He would not sacrifice company’s values for short-term financial objectives. **His advice:** Keep improving on what is currently doing well. That will help you not only maintain, but also help grow the trust customers have on you.

27. With his shrewd sense of urgency and the ability to manage priorities Chuck Knight of Emerson Electric takes a methodical approach. He plans and controls everything. He collects details, understands them and takes decisions. **His advice:** Not the guy with the most resources but the guy who utilises his resources best wins.

28. Dennis Kozlowski of Tyco International believes that pay for performance works well. He says, “I am not looking over our employees’ shoulders and neither anyone else here.” He finds the best of people and leaves them on their own exhorting them that the more the managers earn for the shareholders, the more they earn for themselves. **His advice:** Stay focused. Be ruthless about discipline. One individual can make a difference.

29. Ralph Larsen of Johnson & Johnson defines that a company’s first responsibility is to its customers. His track records are tremendous in decentralisation. To sensitise to the current trends and future scope, he avoids duplication in processes. **His advice:** Compensation is the least expensive thing for good people. It is the most expensive one for mediocre people.

30. Ken Lay of Enron believes that everybody in an organisation could contribute. He insists on the value system and the importance of individuals. He works hard and facilitates individual’s communication within peer groups and up and down the
organisation. **His advice:** Your job as CEO is to provide leadership and part of that is having a vision to really energise everybody.

31. With planning and execution as her mission **Shelly Lazarus** of Ogilvy & Mather has all-encompassing brand experience. She holds her people accountable. She demonstrates her inherent respect to the clients. **Her advice:** Don’t stay in something where you find it a little dreary. The people who are most successful are those who love what they do and are quite passionate about it.

32. **Bill Marriott** of Marriott International, influenced by his father, attends to details in the hospitality industry. He cares for quality, cleanliness and customers. He believes that if he cares his employees, they, in turn, would take care of his guests. **His advice:** Energy, integrity, honesty and caring for employees ensure profits and success. Energy is probably the most important quotient in a CEO.

33. **Lou Noto** of Exxon Mobil Corporation takes alliances as part of the business strategy in the oil industry. He has streamlined employee deployment. He adopts the best practices of one division in the other. **His advice:** You have to learn to listen to customers and react quickly. Revolutionise your business with customer feedback.

34. Not fascinated with his own views **Paul O’Neill** of Alcoa learnt new things and developed adaptability. With a concern for people he says, “The test is how you connect with people. A company must live by its values.” **His advice:** The bigger you are, don’t become bureaucratic with layers of decision making.

35. Apart from aggressive expansion **John Pepper** of Procter & Gamble streamlined P&G’s structure; changed its culture; promoted speed and risk taking. **His advice:** Life is a series of coincidences. You have to be careful not to lose balance by being a victim of your own attributes.

36. A very good communicator **Frank Raines** of Fannie Mae can influence his audience over the processes of decision-making, directly or indirectly. He expects leaders to clarify their mission internally and communicate their objectives to the rest of the world. **His advice:** Focus and communicate. If your interests are spread all over the place, your competitors will beat you.
37. **Howard Schultz** of Starbucks puts employees first to get the greatest shareholder returns. He states, “In today’s world you have got to be close to your people. We feel we are closer to our people, more than we have ever been before.” **His advice:** You won’t be able to attract and retain great people if they don’t feel like they are part of you. Therefore, to inspire customers, inspire your own people.

38. Passionate, goal-focused, good at perfect timing, and delegating authority, CEO **Charles Schwab** of Charles Schwab aligns company’s goals with client’s goals. **His advice:** Successful CEOs have been incredibly passionate. Without that quality, one cannot possibly be a leader.

39. As a leader, **Walter Shipley** of Chase Manhattan is a facilitator. He provides strategy, motivation and direction. He creates environment that enables people to rise beyond their individual capabilities. **His advice:** If people feel valued you will have a stronger company. Demonstrate the ability to make judgements.

40. **Fred Smith** of Federal Express is a role model leader. He has executed his plans thoroughly, using information and technology better than his competitors. **His advice:** Have courage, not to cave in. Business is fun. Enjoy what you are doing. Think what you do is important to people.

41. **Bill Steere** of Pfizer focussed on research. He feels the core value of his business is customer focus and the CEO should manage people’s strengths. If he understands the weaknesses of others, he can reassign them suitably. **His advice:** Everybody has got weaknesses; a focus on weaknesses of others would make you unhappy. Rather, focus on people’s strengths.

42. **Bob Tillman** of Lowe’s Companies has understood the customers, genderwise and sectorwise; listened to them and modified his business. When retailers fail, it is because of their own personal arrogance **His advice:** The CEO’s should remember that customers are far smarter than themselves.

43. **Alex Trotman** of Ford Motor Company pins his faith on passion, skill, knowing people and establishing trust. He says, “In personnel management it is not moving people around for the sake of moving around. It is to help them gain the knowledge
that they will need to be able to lead as they get higher and higher in the company.”

His advice: Get rid of those you do not trust; you can’t sit around for years waiting until ‘X’ retires.

44. To Dan Tully of Merryl Lynch the attitude is important. He understood the focus of the company and held the client’s interest foremost. He was willing to adapt, innovate and change. His advice: Two biggest problems impeding the growth of companies are complacency and arrogance.

45. Swearing that he should build on the strengths of the past David Komansky of Merryl Lynch excelled in sales; he so expanded business that Merryl Lynch became the largest single securities firm. His advice: You must give people the flexibility to make their own decisions and grow.

46. Being serious about business and serious about people Mike Volkema of Herman Miller chose to follow and not lead for some time. Then he realised that leadership was the way that one needed to go on his own. His advice: Invariably the mistakes to look back with regret are situations played too safe.

47. Charles Wang of Computer Associates bridged the gap between technology companies and business clients. He got guided by a moral compass and took his directions. His advice: Success is not a destination, but the right direction.

48. Generous to human foibles Sandy Weill of Citigroup says, “If people make a mistake that is not the end of the world. The end of the world is making a mistake and hiding it.” His advice: First, execute; then, pay everyone like a partner, third, rely on better people to help you succeed.

49. Jack Welch of General Electric insists quality mindset in everything. He cracks a paradox: “We reward failure. You have to do it. Because otherwise people will be afraid to try things.” His advice: De-layer the company; make it smaller and go faster.

50. With his motto - expand and flourish - Al Zeien commends three P’s – people, product and purpose. This is explaining to people plainly all the whys - why do we have to close a plant, why should we do this, or that. His advice: Concentrate on the core business.
Appendix 6

Fifty Important Post-2000-AD Titles on Leadership
(This list is indicative, not exhaustive; more titles follow in the categorized Appendix)

1. Leadership: Myths and Realities
Drawing much from the past and present works, this informative work in lucid style defines and analyses leadership. It also lists leadership qualities and skills.

2. The 21 Indispensable Qualities of a Leader
   John C. Maxwell    Nashville, Thomas Nelson    2000, Pages: 156
"Gets straight to the heart of leadership issues," says Ken Blanchard. "His principles on effectively leading others have impacted my life and business," admits Peter Lowe.

3. The Leader
   Normand L. Frigon Sr., Harry Jacson Jr    Mumbai, Magna    2000, Pages: 167
Something of an exercise book, a format cannot be under-rated, this helps students and administers with self-evaluation tests. Many would benefit thereby.

4. The Future Manager
Justifying its subtitle- A value Builder for Tomorrow’s Organisation - this book calls for the best use of the human capital by providing guidance to one’s inward growth.

5. Wisdom Of the CEO

6. Powerful Women Dancing on the Glass Ceiling
   Sam Parkhouse    Chichester, John Wiley    2001    Pages: 240
On the women entrepreneurs in U.K. this book explains how they made their way to the top, their contribution to the business world and their traits that could be followed.

7. The Heart of a Leader
   Kenneth Blanchard    Suerry, Eagle    2001, Pages: 160
Subtitled ‘Insights on the Art of Influence’ this book cries for readers’ attention with a bold typeface quote on left-side page and its explanation on the opposite page.
8. **Unleashing Leaders**  
*Hilarie Owen*  
*John Wiley, Chichester*  
2001, Pages: 170  
Makes a very interesting reading. Alive to the current trends, the author has conviction in culling out lessons from books of the past and learning from history.

9. **Leadership: Magic, Myth or Method**  
*J.W. McLean & William Weitzel*  
*Magna, Mumbai, 2001, Pages: 249*  
Taking actual business life situations and written in a reader-friendly style, this is more useful to managers in the corporate sector who want to grow as leaders.

10. **Theodore Roosevelt on Leadership**  
*James M. Strock*  
*New York, Forum*  
2001, Pages: 277  
Reflecting the views of Theodore Roosevelt, an awesome President of the U.S., this book presents a ringside view of political and social leadership.

11. **The Leadership Engine**  
*Noel Tichy*  
*New York, Harper*  
2002, Pages: 452  
Combining concepts with the demands, this research, couched in the story format, engages the attention of readers and inspires those crave to know on leadership.

12. **Leaders Talk Leadership**  
*Edited by Meredith D. Ashby & Stephen A Miles*  
*New York, OUP, 2002, Pages 257*  
This book, edited by business analysts, provides a ringside view of leadership under five divisions with essays by 51 practitioners, touching key result areas.

13. **The Cycle of Leadership**  
*Noel Tichy*  
*New York, Harper*  
2002, Pages: 435  
Believing that leadership can be taught, the practitioner-author lays a motorable road-map, justifying the subtitle - *How great leaders teach their companies to win.*

14. **The New Leaders**  
*Daniel Goleman, and others*  
*London, Little, Browne*  
2002, Pages: 302  
Presenting six leadership styles, the authors with their motto that *concepts must pay in results*, have attempted to analyse leadership quotients scientifically.
15. The New Super Leadership

Charles C. Manz & Henry P. Sims Jr. New Delhi, Viva 2002, Pages: 256

With specific guidance, the book offers paradigms suited to the times. Authors say the best leaders move ahead, maximise their contribution and that of others.

16. Business Gurus Speak

S. N. Chary New Delhi, Macmillan 2002 Pages: 220

Seven Indian business leaders including the old guard Verghese Kurien of dairying and the younger generation’s Mukesh Ambani are profiled and interviewed.

17. The Top Ten Mistakes Leaders Make

Hanz Finzel Om Headlines, Secunderabad 2003 Pages 200

The ten: top-down attitude, dirty delegation, paperwork above people, communication chaos, absence of affirmation, missing culture clues, no room for mavericks, success without successors, dictatorship in decision making, failure to focus on the future.

18. Value Shift

Lyn Sharp Paine New Delhi, Tata 2003, Pages: 302

The book has 9 chapters. The subtitle reveals the focus – Why should companies merge social and financial imperatives to achieve superior performance?

19. An Invented Life: Reflection on Leadership and Change

Warren Bennis Mumbai, Magna 2003, Pages: 235

All the 17 chapters relate to various aspects of leadership. Chapter 5, ‘The Four Competencies of Leadership’ makes an interesting reading.

20. The 7 Heavenly Virtues of Leadership

Carolyn Barker & Robyn Coy (Ed.) New Delhi, Tata 2003, Pages: 213

Contains articles by scholars of Australian Institute of Management on seven traits of leadership: Humility, Courage, Integrity, Compassion, Humour, Passion and Wisdom.

21 The Trusted Leader


The book provides an in-depth analysis on Trust, a key component of leadership – justifying its subtitle, ‘Bringing out the best in your people and your company.’
22. The Leadership Spectrum  
Mary Burner Lippitt  
Mumbai, Magna  
2003, Pages: 197

This presents leaders as inventors, catalysts, developers, performers, protectors and challengers, as those working in the six business priority areas.

23. Inspiring Leadership  
John Adair  
New Delhi, Viva Books  
2003, Pages: 366

With its kicker, ‘Learning from Great Leaders,’ reverting to history and literature this attempts to orient contemporary leaders to the world of idealism of the past.

24. Leadership and the One Minute Manager  
Kenneth Blanchard, Patricia Zigarmi, Drea Zigarmi  
Harper 2003, Pages: 112

This persuasive, cute, reader-friendly book is like semi-processed food for instant intake and could be read twice to retain the message and to function accordingly.

25. On Becoming a Leader  
Warren Bennis  
Mumbai, Magna  
2003, Pages: 226

Traversing back and forth the past and present, this book is rich in material. Those using pen while reading will be liberal with their ink on the margins of the book.

26. Leaders who changed the world  
James Mac Gregor Burns  
New Delhi, Penguin, Viking  
2003, Pages: 319

An oft-quoted author on leadership, he presents here personalities like Mahatma Gandhi as the leaders who changed contemporary thought and activities.

27. Not Bosses but Leaders  
John Adair with Peter Read  
New Delhi, Kogen Page  
2003, Pages: 186

Reader-friendly, this is ‘an authoritative and wise guide to leaders. ‘Practicing leaders can benefit from this readable book,’ in the words of Ken Blanchard.

28. Leading: Lessons from Literature  
Sampat P Singh  
New Delhi, Response  
2003, Pages: 213

With examples and anecdotes, the author approaches leadership through a multidisciplinary perspective and establishes that it could be taught through literature.
29. **Lateral Leadership**  
*Rozer Fisher & Allen Sharp*  
*London, Profile Books*  
*2003, Pages: 219*  
The book discusses leadership under five heads: Purpose, Thinking, Learning, Engagement and Feedback and concludes with application aspects.

30. **Developing Leaders, Teams and Organisations**  
*Anup J Singh, Daisy Chauhan*  
*New Delhi, Excel*  
*2003, Pages: 388*  
The strength of this book is presenting real life situations of Leadership, analysing the subject under Development, Empowerment, Team and Organisation building.

31. **How Did They Manage? Leadership Success from History**  
*Daniel Diehl, Mark P. Donnelly*  
*Penguin, Viking*  
*2003, Pages: 204*  
With history as a potent source to learn leadership, Religious leaders, philosophers, kings, despots, pirates, prophets, statesmen and industrialists are cited here.

32. **The Eleven Keys to Leadership**  
*Dayle M. Smith*  
*New Delhi, Tata*  
*2003, Pages: 183*  
The author presents leadership writing on control, relation-ship, encouragement, in an impressive way and evokes an interest to learn more on the subject.

33. **The Ethics of Leadership**  
*Joanne B. Ciulla*  
*Singapore, Thomson Learning*  
*2003, Pages: 276*  
Leadership is discussed under power, self-interest, virtue, private morality, duties followers, the greatest good, moral and emotional leadership and culture.

34. **Patton on Leadership**  
*Alan Axelrod*  
*New Delhi, Viva Books*  
*2003, Pages: 279*  
General Patton's views are presented without military clichés. The lessons, clear and pointed, are meant for anyone who is interested in leading himself and others.

35. **Inspiring leadership**  
*J. C Ward, Andrea, others*  
*Singapore, Thomson Learning*  
*2003, Pages: 438*  
The subtitle - *Staying afloat in turbulent times* - clearly tells what to look for; the authors define the crucial role of emotional intelligence in a competitive world.
36. *Extraordinary Leadership*

*Peter J. Reed*  London  *Kogan Page*,  2003,  Pages: 195

Outlining social and the corporate needs, the author explains how extraordinary leadership can turn vision into strategic thinking and coordinated action.

37. *What Would Buddha Do at Work?*

*Metcalf Franz & BJ Callagher Hately*  New Delhi, Tata  2003  Pages: 174

Pithy thought-provoking articles on 101 quotes from Buddhist texts and associated business thoughts and Ken Blanchard’s Foreword make an interesting reading.

38. *Servant Leadership*

*Robert Greenleaf*  Magna, Mumbai  2003  Pages 368

As one connected with corporate sector and the academia, the author had developed and specialised this aspect of leadership - servanthood. Inspires one to be very modest.

39. *...And Dignity for All*  Unlocking Greatness with Values-based Leadership

*James Despain – Jane Bodman Converse*  *Pearson Education Delhi*  2003  Pages: 198

Author Despain joined as a sweeper and became Vice-President of an earthmoving equipment company. A pragmatic guide to leadership fostering human relations.

40. *Rethinking the Future*

*Ed. Rowan Gibson, Nicholas Brealey, London*  2003  Pages: 276

A collection of articles by experts on Leadership. Writers include John Kotter, Philip Kotter, Warren Bennis, Peter Senge, Kevin Kelly, C.K. Prahalad and others.

41. *The Pursuit of Excellence*

*M.V. Kamath*  New Delhi, Rupa  2003  Pages 88

Celebrity journalist, scholar and indologist provides native moorings to excellence, which includes courage and self-knowledge as essential leadership qualities.

42. *Why Smart Executives Fail*  *And What You Can Learn From Their Mistakes*

*Sydney Finkelstein*  New York, Portfolio  2003  Pages 320

A caution book for leadership, this lays a roadmap for leadership throwing insights into the factors that separate success from failure. Written in a lively manner.

43. *Leadership Theory and Practice*

*Peter G. Northhouse*  New Delhi, Response Books  2003  Pages: 340

Various theories of leadership are presented authoritatively by this communications professional; but this is more than a textbook. Makes an interesting reading.
44. **The Heart and Soul of Leadership**  
*Carolyn Barker, Robyn Coy (Ed.) New Delhi, Tata 2004, Pages: 206*  
Divergent views presented here reflect the wider on-going debate about leadership in the Australian context. Throws insights into vital components of leadership.

45. **Leadership**  
*Philip Sadler Kogan Page, New Delhi 2004, Pages : 195*  
Sadler is independent in thinking and categorical in his expressions; he analyses styles of leaders, role models, qualities, behaviour and concepts of leadership.

46. **The 108 Skills of Natural Born Leaders**  
*Warren Blank Mumbai, Magna 2004 P. 260*  
With interesting references to business leaders this interprets theories and categorises the 108 skills under three heads, Foundational, Directional and Influential.

47. **A Bias for Action**  
*Heike Bruch, Sumantra Ghoshal New Delhi Penguin-Viking 2004 Pages 212*  
This book concentrates on two important leadership quotients – will power through energy and focus and time management, presenting real life instances.

48. **The many facets of Leadership**  
*Marshal Goldsmith (Ed.) Pearson Education, New Delhi 2004 Pages: 414*  
A collection of well-researched articles by experts, covering the issues behind the modern challenges for the corporate leader and the legacies of entrepreneurship.

49. **How to Change the World**  
*David Bornstein New Delhi, Penguin 2005 Pages 320*  
This is a book about hope, courage, and the power of extraordinary men and women who change the world welding idealism with hard-nosed pragmatism.

50. **Around the Corporate Campfire**  
*Evelyn Clark New Delhi, Macmillan 2005 Pages: 232*  
This is new wine in old bottle. The new crop of corporate writers and speakers wish to impress their audience through story telling technique to carry their message.
Appendix 7

Important Titles on Leadership - Categorised
(Including pre-2000 AD titles too- Alphabetised authorwise)

General

Adair, John  The Action-Centred Leader  Mumbai, Jaico, 2004

Adair, John  Inspiring Leadership, New Delhi, Viva Books, 2003

Adair, John -Peter Read Not Bosses But Leaders New Delhi, Kogen Page 2003

Allio, Robert J  Leadership: Myths And Realities New Delhi, Tata McGraw Hill, 2000


Bennis, Warren  On Becoming A Leader  Mumbai, Magna, 2003

Bennis, Warren  Managing The Dream  Mumbai, Magna, 2003


Beir, Peter, Mark Potts, The Leading Edge  New Delhi, Tata 1989

Binz, Stanley  Throwing the Elephant  2002 Harper Business, New York,


Bornstein, David  How to Change the World  2005 New Delhi, Penguin


Frigon, Normand - Harry Jackson, The Leader  2000 Mumbai, Magna

Goleman, Daniel The New Leaders  London, Little, Browne, 2002

Gipson, Rowan *Rethinking the Future* 2003, London, Nicholas Brealey


Heifetz, Ronald *A Leadership Without Easy Answers* 1996 Delhi, Universal

Horn, Art *Gifts of Leadership Team Building Through Focus & Empathy* 1999 Macmillan-

Lippitt, Mary Burner *The Leadership Spectrum* 2003, Mumbai, Magna

Mathur, S.B. *The A to Z Managerial Executive* 2002, Delhi, Global Business Press


Manz, Charles,C & Sims P. Jr., Henry *New Super Leadership* 2002 New Delhi, Viva

Northouse, Peter, G *Leadership:Theory and Practice* 2003 New Delhi, Response Books

Sadler, Philip *Leadership* 2004 New Delhi, Kogen Page

Smith, Perry M. *Rules and Tools for Leaders* 1999, Mumbai, Magna

Tichy, Noel *The Leadership Engine* 2002 New York, Harper

Tichy, Noel M., Cardwell, Nancy *The Cycle of Leadership* 2002 New York, Harper

Topping, Peter *A Managerial Leadership* 2002 New Delhi Tata Walters, Donald, J *The Art of Supportive Leadership* 1997 ...... Sterling

Ward, Jane Cranwell - Bacon, Andrea & Mackie Rosie *Inspiring Leadership* 2003 Singapore, Thomson Learning,

Zenger John, II & Folkman, Joseph *The Extra-ordinary Leadership* 2003, New Delhi, Tata
Oriental


Chakraborty, S.K., Debangshu Chakraborty, Leadership & Motivation-Cultural

Chakraborty, S.K., Pradip Bhattacharya (Ed.) Leadership and Power New Delhi, OUP 2001

Halley, George T, Chin Tiong Tan, Usha C Haley New Asian Emperors New Delhi Viva Books 1999


Jones, Laurie Beth Jesus: CEO 1995 New York, Hyperion

Kamath, M.V. The Pursuit of Excellence 2003, New Delhi, Rupa

Krishna GR Indian Ethos for Modern Management 1999 New Delhi UBSPD

Kumar, Jagdish Ancient Wisdom and Modern Management 1994 New Delhi, UBS

Lala, R.M. In Search of Leadership 1999 New Delhi, Vision books

Legge, James (Ir.) The Wisdom of Confucius 2002 Kent, Grange Books

Liker K. Jeffrey The Toyota Way 2004, New Delhi, Tata

Menon, Jyothi The Power of Human Relations 2004 Pearson Education


Radha The Zen Way to be an Executive Manager 1995 Kuala Lumpur Synergy Books

Ranganathananda, Swami Human Values in Management 1984 New Delhi, Punjab National Bank

Ray, Aravinda The Indian Manager Still in Search of a Style 1997 New Delhi, UBS
Saraf, Vasant K *Essentials of Good Leadership* 1998, Mumbai, Bharatiya Vidya Bhavan

Seagrave, Sterling *Lords of the Rim* 1996, Cheshire (UK), Corgi Books,

Sharma G.D. *Management and the Indian Ethos* 2001 New Delhi, Rupa

Malik, Pravir *The Flowering of Management*, 1997 Pondicherry, Aurobindo Institute

Sharma, Subhash
*Management in New Age Western Windows Eastern Doors* 1997 New Delhi, New Age

Vas, Luis, SR, Vas, Anita, SR *Secrets of Leadership Insights from Panchatantra* 2002 New Delhi Pustak Mahal

Singh, Anup J *Managerial Wisdom Through Tales* 1999, New Delhi, Excel

Singh, N. K. & Paul Omita *Corporate Soul* 1985 New Delhi, Vikas

**Tips type**

Alder, Harry *Think Like A Leader*, Mumbai, Magna,1998

Barker, Carolyn & Robyn Coy (Ed.)
*The 7 Heavenly Virtues of Leadership,*
New Delhi, Tata McGraw Hill, 2003

Barker, Carolyn, *Innovation and Imagination at Work*
New Delhi Tata McGraw Hill, 2004

Barker, Carolyn, *The Heart and Soul of Leadership* New Delhi, Tata 2004

Blanchard, Kenneth *Leadership and the one-minute manager*
New Delhi, Harper Collins & India Today, 2003

Blank, Warren *The 108 skills of Natural Born Leaders*
Mumbai, Magna2004

Bruch, Heike & Sumantra Ghoshal *A Bias For Action How Effective Managers Harness Their Will Power Achieve Results and Stop Wasting Time* New Delhi, Penguin-Viking, 2004

Burwash, Peter *The Key to Great Leadership* Mumbai, Jaico 1997
Fellers, Gary *Creativity for Leaders* New Delhi, UBS, 1997,

Maxwell, John C. *The 21 Irrefutable Laws of Leadership* 1998
Nashville, Thomas Nelson

Maxwell, John C. *The 21 Most Powerful Minutes in a Leader’s Day* 1993 Nashville, Thomas Nelson,

Maxwell, John C. *The 21 Indispensable Qualities of a Leader* 2000
Mumbai, Magna

Maxwell, John C. *Be a People Person* 2002 Mumbai, Magna

Gillen, Terry *Leadership Skills for Boosting Performance*, Mumbai, Jaico, 2004

Maxwell, John C. *The 17 Essential Qualities of a Team Player* 2002
Mumbai, Magna

McCormack, Mark H *Success Secrets* 1989 Glasgow, Fantana/Collins

Landrum Gene N *Eight Keys to Greatness How To Unlock Your Hidden Potential* 1991, Mumbai, Magna

Peter J *Extra-Ordinary Leadership Creative Strategies for Change* 2003
Kogan Page U.K.

Rossiter, Diane E. *Leadership Skills* 2003 New Delhi, Viva

Smith, Dayle *The Eleven Keys to Leadership* 2003 New Delhi, Tata

**Leaders on Leadership**


Chary, S. N. *Business Gurus Speak* New Delhi, Macmillan, 2002


Strock, James M *Theodore Roosevelt on Leadership* 2001 New York, Forum
On Leaders

Bentley, James Albert Schweitzer, Hyderabad, Orient Longman, 1999


Brown, Erika High-Tech Titans 2003 New Delhi, Tata

Crainer, Stuart The Rupert Murdoch Way 1999, Mumbai, India Book

Gibb, Christopher The Dalai Lama, Hyderabad, Orient Longman 2002


Kotter, John P Matshushita Leadership 1997 New York, Free Press,

Kudaysia, Medha M The Life and Times of G.D. Birla 2003, New Delhi OUP

Krames, Jeffrey, A What the Best CEOs Know 2003 New Delhi, Tata

Lala, R.M. A Touch of Greatness 2001 New Delhi Viking,

Love, John P. McDonald's: Behind the Arches 1995 New York, Bantam

Macdonald, Fiona Helen Keller 2003, Hyderabad, Orient Longman

Murthi, R.K.C. Rajagopalachari 2002, New Delhi, Publications Division


Palat, Raghu Secrets of their Success: Achievers from the World of Finance 2004 Executive Excellence Books, Mumbai

Neff, Thomas J & Citrin James M Lessons from the Top 2001 New York, Currency Doubleday,

O’ Neil, William J. (Intro) Business Leaders and Success 55 Top Business Leaders and How They Achieved Greatness 2004 New Delhi, Tata

Pandit, Srinivas Thought Leaders 2002 New Delhi, Tata
Parkhouse, Sam, Powerful Women Dancing On The Glass Ceiling 2001, Chichester, John Wiley

Tedlow, Richard S. Giants of Enterprise 2003 New York, Harper,

Witzel, Morgan Fifty Key Figures in Management 2003 London Routledge,

By leaders


Giuliani Rudolph W. Leadership New York, Hyperion, 2002

Grove, Andrew A. High Output Management New York Vintage 1995


Lee Iococca: Lee Iococca’s Talking Straight 1989 New York Bantam

Despain, James, Converse, Jane Bodman ...And Dignity For All Pearson Education 2003


Shaw, Lisa Collin Powell in His Own Words New York, Perigee, 1995

Sloan, Alfred P. Jr. My Years With General Motors 1990 New York, Currency Doubleday

Walton, Sam Made In America 1993 New York, Bantam

Watson Jr, Thomas J, A Business and Its Beliefs: The Ideas That Helped Build IBM, 2004, New Delhi, Tata

Welch, Jack - Byrne, John A Straight from the Gut 2001 New York, Warner

Biography

Nathan, John Sony, the private Life 1999 London, Profile Books,

Pogrund, Benjamin Nelson Mandela, 1997, Hyderabad, Orient Longman

Rodgers, Buck The IBM Way
History

Diehl, Daniel & Donnelly Mark P.

*How Did They Manage? Leadership Success from History* Penguin, Viking, 2003

Morris Sebastian, Rakesh Basant, Keshab Das, K. Ramachandran & Abraham Koshy

*The Growth and Transformation of Small Firms in India* New Delhi OUP 2001

Arnold David & Stuart Blackburn (Ed.)

*Telling Lives in India* Delhi, Permanent Black 2004

Literature

Allen Roger E, Allen Stephen D


Augustine, Norman & Kenneth Adelman,

*Shakespeare In Charge* New York, Hyperion, 1999


Gooden, Philip (Ed.)


Shafritz Jay M


Singh, Sampat, P

*Leading: Lessons from Literature* 2003, New Delhi, Response

Tucker, Kenneth, A. & Allman, Vandana

*Animals Inc.* 2004, New York Warner

Communication

Krisco Kim, H

*Leadership and the Art of Conversation* 2004 Mumbai, Jaico

McCormack, Mark H

*Communicating* 1998 London, Arrow

Chaudhary, Nandita

*Listening to Culture Constructing Reality from Everyday Talk* Sage Publications New Delhi 2005
Political

Liveright, A.A. *Union Leadership Training* 1951, New York. Harper


Sorokin, Pitirim *A Reconstruction of Humanity* 1962, Bombay, Bharatiya Vidya Bhavan


Martial

Axelrod, Alan *Patton on Leadership* New Delhi Viva Books 2003

Cleary, Thomas (Tr.) *The Art of War* by Sun Tzu Boston, Shambala, 1998

Cleary, Thomas (Tr.) *The Book of Leadership & Strategy* Boston, Shambala, 2003

Cleary, Thomas (Tr.) *Mastering The Art of War*, Boston, Shambala, South Asia Edition, 2004


Krause, Donald G *The Art of War for Executives* 2002 London, Nicholas Bradley

Psychological

Bell, Chip, R. *Managers As Mentors* Mumbai, Magna 2002

Bender, Peter Urs *Leadership From Within* New Delhi Macmillan 1999

Blanchard, Kenneth *The Heart of A Leader* Surrey, Eagle, 2001

Carnage, Dale *The Leader In You* New Jersey, Pocket Books (Year not mentioned)


Landrum, Gene N *Eight Keys to Greatness How to unlock your Hidden Potential* 1999, Mumbai, Magna
Khanna, Satish *The Future Manager A value Builder for Tomorrow’s Organisation*

2001 New Delhi, Tata McGraw Hill

Waitley, Denis *Empires of the Mind Lessons To Lead and Succeed in a Knowledge Based World* 2004, London, Nicholas Brealey

Wakhu, Arun *Managing from the Heart* New Delhi, Response 1999

**Philosophical**

Bhargava, Shivganesh (Ed.) *Transformational Leadership*, New Delhi, Response Books, 2003

Chatterjee, Debasis *Leading Consciously* New Delhi, Viva, 1999

Chinmayananda, Swami *The Art of Man - Making* Mumbai, Chinmaya, 2000


Greenleaf Robert K *Servant Leadership A Journey into the Nature of Legitimate Power and Greatness* - Mumbai, Magna 2003

Gupta, D.P *Management with a Difference* Pondicherry, Aurobindo Institute 2000

M. Sri. *Wisdom of The Rishis* 2002 Bangalore, Satsang communications

Mant Alistair *Intelligent Leadership* 2000 Madras, East West

Murthy, DBN *Of Man and Manager*, 1995, New Delhi, UBS


Owen, Hilarie *Unleashing Leaders* 2001 John Wiley, UK

Owen, Harrison *The Spirit of Leadership* 2002 Viva

Sharma, Robin S. *Leadership Wisdom From The Monk Who Sold His Ferrari The 8 Rituals of Visionary Leaders* 2004, Mumbai, Jaico
Religious

Jones, Laurie Beth Jesus CEO Using ancient Wisdom for Visionary Leadership, Hyperion, New York 1995

Ethical

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Appendix 11

Authors Cited in the Thesis
(Alphabetised Index with Page numbers)

Abhishekhi, Janaki 48
Allio, Robert J 5, 12, 14, 24, 25,
Aiyar, V.V.S. 72, 96
Ashby, Meredith D & Stephen Miles 233
Augustine, Norman & Kenneth Adelman 255, 256
Aurobindo, 45, 158
Badrinath, Chatterjee 46
Barker, Carolyn & Robyn Coy 20
Bender, Peter Urs 20
Bennis Warren 7, 8, 16, 20, 25, 26, 204
Bentley, James 223
Besant, Annie 45
Bharathiramanujachar M.K 214
Bharathi, Subramania 9, 10
Bhattacharya, Amalesh 215
Bornstein, David 264
Brown, Courtney 11
Bruch, Heike & Sumantra Ghosal 246
Burns, J.M. 21, 222
Campbell, Joseph 199, 240
Carnegie 237
Cervantes 274
Chaitanya, Krishna 9, 44, 132, 159, 213, 216, 261, 266
Chakraborty S.K. & Pradip Bhattacharya, 211
Chakravarty, Ajanta 158, 159, 162
Chary, S.N 228
Chaudary, Nandita 233
Ciulla, Joanne 21
Clark, Evelyn 197
Cohen, William 19
Conger 233
Corrigan, Paul 29
Datta, Devangshu 226
Despain, James & Converse Jane Bodman 237
Diaz, S.M. 83
Diehl, Daniel & Mark P. Donnelly 21, 26
Dikshitar, V. Ramachandra 73, 96
Drew & Lazarus 72
Fisher Rozer Allen Sharp 20
Franz Metcalf & BJ Gallagher Hately 203, 256
Garg R.S. 8, 158, 161, 229, 240
Gibb, Christopher 224
Giuliani, Rudolf 20, 229
Hazlitt, William 256
Hawley, Jack 2, 3, 126, 158, 159, 160, 161, 214
Hean-Tat Ong, Sin-Tian Yap & Kawatani Takashi 18
Henry Mintzberg 204, 253, 254, 261
Hurka, Thomas 263
Huxley, Aldous 27
Ingalls 212
Iococca, Lee 13, 20, 230
Jagannathan, N.S. 209, 210
Katz, Ruth Cecily 212, 213
Khanna, Satish 270
Kipling, Rudyard 208, 275, 276
Kodandaramayya, P 45, 190
Kotter, John 15, 204
Krause, Donald G 18
Kudaisya, Medha 225
Kulandaiswamy 42
Lala, Russi 7, 10, 20, 25
Landrum Gene N 198, 209, 222, 224
Macdonald, Fiona 224
Maharajan S 231
Manz, Charles C, Henry P. Sims, Jr 265
Maxwell John C 20
Mazumdar, Subhash 46
Mc Cormack 239
Mora, Juan Miguel de 47, 197
Munshi, K.M. 42, 45
Murthi, R.K. 223
Nair, Keshavan 5, 223
Neff, Thomas J & Citrin 24, 25
Padamsee, Alyque 240
Palat, Raghu 227 Citrin James 12, 20, 22, 33
Owen Hilarie 7,
Pandit Srinivas 21,33, 227
Peter Hill 47
Raja, Kunjunni 41
Rajagopalachari C (Rajaji) 42, 45, 54, 55, 158, 220, 223, 247
Ramanathan V 158, 160
Rammohan, Alagappa 39
Ram Mohan S 45
Robert K. Greenleaf 203, 204
Russell, Bertrand 10
Sadler, Philip 12, 24, 25, 28, 30
Saraf, Vasant 21
Shakespeare, William 5, 14, 29, 74, 252, 255, 256, 266
Sharma, G.D 31, 92, 95
Sharma Robin 13, 27, 199, 221, 232, 234, 235, 236, 237, 239, 242, 272, 272, 273, 276
Sharma Vishnu 204
Shaw, Bernard 232, 274
Simmons, Annette 198
Singh Anup J & Chauhan Daisy 20
Singh, Sampat P 17, 24, 29, 211
Smith Dayle 20
Sorokin, Pitirim 6, 222
Subrahmanian N., R. Rajalakshmi 2, 40, 55
Subramuniyaswami Sivaya 2, 39, 40, 41, 54, 55, 72, 96, 187
Thaninayagam, Xavier 41
Uberoï, Meera 47
Verity, A.W 14
Waitley, Denis 269
Ward, Jane C 21
Ward A.C 274
Watson Jr. Thomas J 230, 243
Witzel Morgen 26
Yeats, W.B. 262
Zaleznik, Abraham 14, 15, 16, 229
Zenger John H & Folkman Joseph 15

Lee Iacocca, Mark McCormack and Rajaji find place in both the lists, as they are authors and leaders.
Appendix 12

Leaders Referred to in the Thesis
(Alphabetised Index with Page Numbers)

Aga, Anu 229
Barrington, Michael 241
Bell, Alexander Graham 28
Bharti, Uma 210
Birla, G.D. 225
Boeing, William 236
Buddha, Gautama 203, 208
Churchill, Winston 7
Damodaran, Melaveetil 228
Darwin, Charles 208
Dhanrajgir, Humayun 227
Edison, Thomas Alva 28
Einstein, Albert 208
Fiorina, Carly 230, 241, 247
Ford, Henry 26
Franklin, Benjamin 28
Gandhi, Mahatma 5, 6, 7, 8, 41, 208, 220, 222
Gandhi, Sonia 210
Gates, Bill 208
Giannini, A.P. 239
Guiliani, Rudolf 229
Hammerskjold, Dag 208
Hazari, R.K. 17
Hillary, Edmund 237
Hitler, Adolf 208
Hussein, Saddam 8
Iacocca, Lee 13, 230
Jain, Bhavarlal 227
Kanegoankar, Deepak 227
Kelkar, Bhausaheb 227
Kelleher, Herb 22
Keller, Helen 224
Kennedys 7
Keynes, J.M. 230
Khan, Aga 228
Khanna, Ravi 227
Kierkegaard, Soren 241, 244
King, Jr. Martin Luther 7
Kotak, Udayan 228
Kroc, Ray 235, 238
Lama, Dalai 208, 224
Lenin, 27
Louis XIV 10
Lincoln, Abe 237, 239
Machiavelli 30, 47
Mandela, Nelson 208, 220, 224
Mao Tse-tung, 208, 220, 224, 225
Marx, Karl, 208, 218
Mashelkar, Raghunath 227
Mazumdar, Kiran 227
McCormack, Mark 233
Montessori, Maria 208
Murthy, Narayana 220, 226, 245
Napoleon 30
Padamsee, Naushad 228
Patton, General 19
Powell, Collin 19, 32
Premji, Azim 226, 245
Rains, Frank 22
Rajaji, (Rajagopalachari C) 42, 45, 54, 55, 158, 220, 223, 247
Raju, K.V.K. 244, 245
Ratnapurki, Prakash 227
Roosevelt, Franklin D 7
Lee Iacocca, Mark McCormack and Rajaji find place in both the lists, as they are authors and leaders.