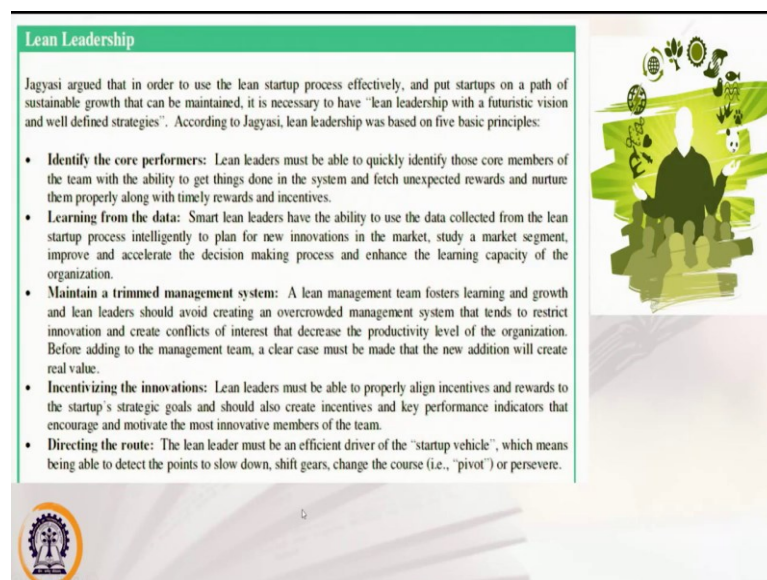


Education for Sustainable Development
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Lecture - 50
Sustainable Leadership (Contd.)

Welcome viewers. Welcome back to this NPTEL course on Education for Sustainable Development. In the last class we were discussing about Sustainable Leadership and we have already discussed about some of the professional skills, competencies of sustainable leaders and lead in some of the traits also personality attributes and the traits of sustainable leadership.


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Lean Leadership

Jagyasi argued that in order to use the lean startup process effectively, and put startups on a path of sustainable growth that can be maintained, it is necessary to have "lean leadership with a futuristic vision and well defined strategies". According to Jagyasi, lean leadership was based on five basic principles:

- **Identify the core performers:** Lean leaders must be able to quickly identify those core members of the team with the ability to get things done in the system and fetch unexpected rewards and nurture them properly along with timely rewards and incentives.
- **Learning from the data:** Smart lean leaders have the ability to use the data collected from the lean startup process intelligently to plan for new innovations in the market, study a market segment, improve and accelerate the decision making process and enhance the learning capacity of the organization.
- **Maintain a trimmed management system:** A lean management team fosters learning and growth and lean leaders should avoid creating an overcrowded management system that tends to restrict innovation and create conflicts of interest that decrease the productivity level of the organization. Before adding to the management team, a clear case must be made that the new addition will create real value.
- **Incentivizing the innovations:** Lean leaders must be able to properly align incentives and rewards to the startup's strategic goals and should also create incentives and key performance indicators that encourage and motivate the most innovative members of the team.
- **Directing the route:** The lean leader must be an efficient driver of the "startup vehicle", which means being able to detect the points to slow down, shift gears, change the course (i.e., "pivot") or persevere.



So, now to continue with that that now will go for the further aspects of leaderships. So, here we will be discussing about lean leadership, what is this lean leadership? As the name implies is lean leadership is like wherein it is the kind of very trimming some of the aspects of leadership you know traits, attributes and the responsibilities etcetera. So, now, this has been; this has been it has become a new approach new strategy towards the leadership especially in the context of the start-up business.

So, Jagyasi, actually he is the author researcher argued that in the context of start-up business start-up on the path of sustainable growth how the leadership can perform well and achieve the targets within a stipulated time. So, he has identified some of the he has

named it as the lean leadership and what are the; what are the basic principles on which this lean leadership usually actually is based on.

So, how to strategically use this lean leadership traits lean leader traits for the start-up business to achieve the sustainable growth? So, this is primarily based on the five principles like for example, one is to identify the core performers. So, the lean leaders who are the leaders they have the ability they have the talent they have the skill to identify quickly identify the strengths of some of the core members.

That means, positive attribute, strengths and you know skills and competencies some of the core members whom they think that they think that they will contribute significantly towards achieving the goal achieving the goal and nurture. So, they start nurturing them, grooming them towards the goal achievement behaviour. So, they also from time to time they also give them rewards and incentives. So, they identify the core members who will be the court core members of the team who can help him in achieving the strategic goals.

Then learning from the data though so smart lean leaders also they have the ability to use the data collected from the last from the last previous experiences. So, from the lean start-up process intelligently to plan the new innovations, whatever start-up business has already been taken place and the data the past experiences the performances.

So, from there they can identify they can interpret the datas in a very intelligent way and they think of the new innovations in the market, new approach, new segments that which can improve the quality of life, decision making process and enhance the learning capacity of the organizations. So, they actually they are very efficient and competent in interpreting the data collected from their past performances and experiences.

So, learning from the data how they can predict, they can make some assumptions by analysing the data. Then maintain a trimmed management system; again same as the name implies the team lean management also the leadership lean leadership also focuses on the lean management. That means, without involving many members to avoid the overcrowded situation or to you know to avoid the conflict, to avoid the conflict of interest.

And you know how to avoid the wastage of time in more debate arguments and controversies etcetera. So, they prefer to have a lean management lean and thin

management team which can foster exclusively on the learning and growth and avoid all kinds of disturbances, hurdles, over crowdedness, conflicts and conflicts of interest or the chaos etcetera and how to enhance the productivity level.

So, to add this management team, so the clear case must be that a new addition will create the real value. So, they; that means, they try to minimize the size of the management team. So, towards to involve only the core members or the significant members who can really contribute towards the sustainable growth and goal achievement.

And that they want to you know involve them in the sense that to how to quickly successfully achieve the sustainable growth and bring transformation in the organizations. So; that means, this; that means, their intention is to truly add value, truly add value new value to this organization. So, that is the maintain a trimmed management system they look always for the thin lean management and involving less people.

But competent people and expert to or you know to plan skilfully, to think in a very sustainable way and to enhance the productivity with them with while minimizing the conflicts and the chaos etcetera. So, then incentivizing the innovations at the same time they also encourage the members every members or team members to go for new innovation, new ideas, new you know new creative thoughts, ideas.

For especially for the you know status start-up strategic goals like the start-up strategic goals. And they also from time to time reward them through the different incentives and they also; they have also identified some of the key performance indicators that encourage and motivate them towards the innovations, towards the innovative, towards the innovations and more creating ideas and the skills.

So, that is incentivizing the innovation within while framing the lean management lean team etcetera the leadership also they also try to promote the innovation and creative ideas through incentives and reward system. Then directing the route, so the lean leader again he is an efficient driver he is an efficient driver for the start-up vehicle. That means, to bring to be able to detect the points of rise, points of slowdowns, the risks involved the challenges of the market.

And so, he plays a very pivotal role and persevere towards this goal achievement. So, he can say he is like a steward of this organization the start-up new start-up business like he gives the direction to all the members, team members towards the performance goals. So, these are the five basic principles on which the lean leadership is based on identifying the core performance.

Leaning the learning from the data interpreting the data analyzing and making assumptions about every aspects of the organizations and the start-up business. Maintaining the team trimmed management system incentivizing the innovations creative thoughts and direct giving the directions to the team members towards the performance goal.

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Mapping Sustainable Leadership

The matrix plots leadership focus against scope:

FOCUS	Department (Narrow)	Business Unit	Supply Chain	Business Ecosystem (Broad)
Identity (Indicative for discussion)				8. Transform Relationship
Value		6. Lifecycle Analysis New Product Development	5. Supply Chains	7. Visionary Leadership
Cost		4. Our People		
Compliance	1. Compliance	2. Efficiency & Cost Reduction	3. Risk Management	

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- Learning attitude: Willing to learn and not only command
- Good understanding level: Good listener and willing to understand.
- Believes in evidence based practice
- Maintaining a continuous and sustainable lean thinking
- Always open to communication
- Displays strong commitment towards consistency, discipline and outcome
- Advocate cause-effect relationship
- Possess a high leadership personality

Source: P. Jagyasi, "Lean leadership for startup companies" (August 14, 2017), <https://www.linkedin.com/pulse/lean-leadership-startup-companies-dr-prem-jagyasi-drpm-com>. For

So, now we can say again there is a question how to map the sustainable leadership. Because mapping or assessing or measuring the leadership effectiveness. So, that is why these are some of the you know these are some of the things like we can say learning attitude. So, these are some of the parameters you can say learning like what is that willingness to learn and not to command, not to give directions only. But this how the leaders are you know are very much willing to learn from the new ideas or open minded.

They are you know they are not just dictators and the command the gives command to the members, but they are also keen learners to their every moment they are willing to learn. So, they have an they have an learning attitude they want to they are very open

mindful then want to learn about new things, new openings, new ideas from every sources. So, that is learning attitude is one of the parameter.

Then good understanding level. So, they are the there they must be very good listener, they are willing to understand, they have the grasping power to understand different different perspectives. So, they are very very good you know they are the keen not the not the keen listeners, but they are also good thinkers also to understand and interpret the implications of new ideas.

So, that is there to have a better understanding good understanding label with the good communication skills, listening, speaking, reading and writing all kinds of things. But they have to be very good listener and interpreter; that means, to understand the whole different perspectives on that particular subject. So, believes in evidence based practice again.

So, they always look for the evidence, the proof the you know the empirical findings the you know the you can say the evidence. So, believes in the evidence based practice. So, before starting, before adopting blindly about new practice and strategies they look for the backgrounds empirical findings research or you know practice or what is the evidence already available or the feedback from the from the practitioners.

So, we can say then next is the maintaining a continuous and sustainable lean thinking again. As because they are the; they are you know very strategic and they try to make it as minimum as lean as possible. So, they are also the sustainable lean thinking instead of having a big plan they prefer to have you know very micro kind of micro and achievable kind of thing.

So, they sustainable they prefer sustainable lean thinking that is which is quick achievable time bound and again they would like to maintain that continuous and sustainable link think lean thinking by in step by step. That means, slowly, gradually, progressively towards the sustainable development. So, they do not have any big plans sustainable till sustainable big plan.

And which will not only take much time, but also requires manpower. So, they do not go for the massive mega projects or the massive plans etcetera. But rather they prefer very small small plan lean with a lean thinking, lean ability, lean management system and you

can say micro kind micro planning kind of thing. So, that they with the minimum time and resources and etcetera they can achieve the goals.

So, in this in the step wise progressively they can move forward. So, they always open to communication they are very much open minded not only in terms of the communication skills and abilities, but also in welcoming the ideas, new ideas, new perspectives and new cultural perspectives new. That means, they are very much you know open to diversity and welcome the diverse ideas.

And try to blend it in the decision making, so that the findings the decisions will be more you can say more acceptable, more unique, more sustainable and more you know all round harmonious kind of decision they can take it. So, display is the strong commitment towards consistency discipline and outcome. Yes, they are very much not only they are very much determined and persevere very high effortful and you know committed.

But their commitment is also towards the consistency, consistency of work flow, consistency of in the process, consistency of you know work ethics, consistency of you know resource flow etcetera and discipline with regard to work discipline and outcome that is the result.

So, they are very much you know they very much committed towards the not only just not just about the goals and the team and the management also towards the consistency of performance discipline of the team members disciplinary activities and the outcomes the results findings.

So, they are not they are very strongly committed to the to towards these and as the they also displayed display through their behaviour, display through their determination and the work process. Then they advocate the cause and effect relationship.

They always look for the evidence, they always look for the proof, they always look for the data, they always look for the you know experiments, they all exam they always look for the you know examination, evaluation and the feedback. So, which is based on some data or; that means, evidence or proof or feedback or factual data you can say.

So, they do not, so that is where they always try to relate they as because they are all having this holistic vision they try to establish and relate one factor with another, one

component with another they also try to build up a free kind of work flow in between the input output and the process mechanisms. So, they will so, advocate for the cause and effect relationship before introducing any new idea, new innovation, new thought, new principle and strategy.

Let us have a let us have an analysis of this cause and effect relationship what causes what would possibly cause something. So, what, how the things are interrelated, interconnected and interdependent? So, that is they advocate for examination of this cause and effect relationship, analysis of data and also you know predicting the or assuming the outcome, possible outcome of any such of any such implications.

So, they process a high leadership personality they process possess a high leadership personality. They have all this positive strengths, characteristics attributes, personality traits, commitments etcetera which are very much explicit which are very much conspicuous from their behaviour and the personality attributes. So, these are you can say; you can say these are the attributes of the lean leadership.

Lean leadership that is how with the minimum resources, minimum manpower, minimum time, minimum you know you can say minimum framework management system you can how we can produce produce sustainable growth especially in the start-up business or the entrepreneurship setup. So, this lean leadership for the start-up companies especially it is more efficient for the start-up companies, so that has been it has been advocated.

So, this focus the focus this lean leadership is primarily on these the leaders who possess this kind of attributes and will be trained in achieving all these quick learning quick features like learning attitude they must be open minded, learning, aptitude they must have the good communication skill understanding level. And they also all maintain a continuous and sustainable lean thinking open minded.

Displays the commitment, consistency and also they also advocate for empirical evidence, data, cause and effect relationship analytical skill etcetera and they possess high ethical values standards and morality in their personality attributes. So, these are something. So, now, the here there is this is a picture about mapping the sustainable leadership, how can we map? To what extent the leadership has been effective and sustainable?

So, on one dimension as you can see this is the focus the focus what would be the focus of leadership sustainable leadership? Yes first from starting from compliance to what extent the leadership complies with the goals organizations goals objectives etcetera. Then what is the cost or that financial cost that it incurs? Third then third is the value the qualitative both the quantitative qualitative value that it add to the people to the organization to the to the community etcetera.

Then identity: so, here one is the focus another is the it is a kind of scope is that for example, the compliance is only towards the department only one unit your department. So, there is a narrow. So, it is very narrow compliance because your scope is limited to only one unit one department. So, then next is it from department to it can increase towards the business unit.

Business unit maybe in one segment one category or one product business unit. Then the scope increases towards the supplies and when the you know supply chain process when it reaches to the market or beyond the, but business unit or production unit towards the supply chain. That means, moving in the towards the process of launching in the market and consumptions etcetera.

So, supply chain then business ecosystem that is towards the board that is the last board a business ecosystem, the environment, the stakeholder, all the stakeholders of that board of the organizations then consumers customers. So, larger audience larger stakeholders, so this is the scope. To what extent the leadership is the leaderships abilities, contributions are you know are you know are applying?

Are implacable towards the product in terms of performance in terms of quality in terms of you know service etcetera. So, if you can have this framework like for example, mapping the sustainable leadership in terms of one dimension that is the focus in terms of four principles compliance, cost and fair value and identity.

And similarly its scope for the future scope limited to; that means, to what extent it can be generalized. To what extent it can be; that means, the reliability and validity of that product or the process or the output can be expanded to other organizations other business units or to the to the larger stakeholders community. So, from department to business unit you need to supply chain to etcetera. So, here you can say first is the compliance.

Compliance where it is only limited to one department second is that with cost effectiveness and the compliance, so the efficiency and cost reductions. So, yes it is minimum; that means, cost effectiveness is also there and compliance is there, but again still it is narrow still it is narrow in its scope. Then third when it involves the third stage is that risk management that at simultaneously it also covers the risk factors, so risk management.

So, here with risk management the scope gradually increases expands up to you know up to this beyond the business unit immediate business unit beyond towards the more towards the other units of business. That is towards the supply chain other (Refer Time: 18:43) units of supply chain ok. Then when you it add value in terms of improving the quality of life, in terms of community well being welfare.

So, here value is that being added to the people, to the stakeholders, to the community people etcetera. So, again, but again maybe that that the departmental unit limited; that means, minimal people involved in the in departments the business units and departments. So, that its scope still limited to the business unit maybe it is profitable it is valuable for the for certain limited number of people the certain small community of people within the department of business unit.

So, that is why its value has been added, but it is for the some people not for all. So, then again identity, then when it again moves forward it again expands enhance its ability. So, by adding the more you know more innovative ideas and open discussion, evaluation, monitoring etcetera. So, now, gradually it improves toward the life cycle analysis of the new product development.

So, now it has added; it has added the new aspects, new dimensions and try to evaluate the this analysis of this new product life cycle how it has started from the till the end of the consumption to till the last moment of the last consumer behaviour. So, the whole life cycle of analysis will be done with the new product development and how it has been added to the supply chain process.

So, how it has been added to the supply chain process? So, here the scope has been expanded to up to this level. Then when it has been proven it has been proven to be effective, cost effective, valuable, qualitative it brings in quality improvement it can be it

can be applied in it can be implied in other sectors also. It can be used in other sector segments then gradually it goes beyond the supply chain.

And goes beyond that beyond the unit supply chain on the business unit and expands its horizon through vis that is called when with called the leadership is more about the visionary leadership. Because it the leaders that think beyond the beyond their small business unit or beyond their organizations ok. So, now, so, they add also the new other dimensions of economic policy and networking and other skills and competencies.

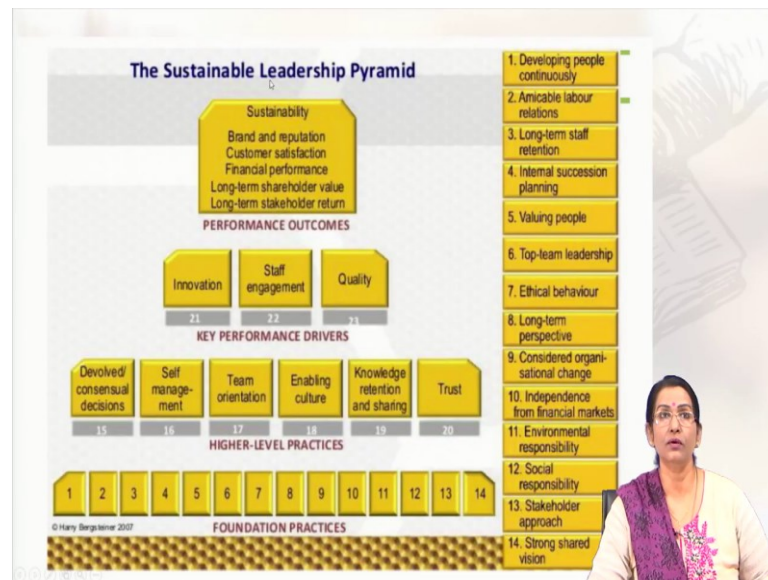
So, they become the visionary leaders. Then, with the visionary leadership and with the visions and missions etcetera when they try to bring complete transformation 360 degree transformation into the organizations to the organizations that is the transforming the relationship transforming. The that means, with the transforming relationship they want to bring the transformation.

Complete transformation to the organization. So, the here we can say with the visionary leadership and the transforming the relationship. So, they can go up to the up to the higher stage higher stage of this sustainability sustainable leadership framework. So, as you can see these two domains. So, when the; that means, when the leaders the reach beyond this limit. So, now, they become the visionary leaders.

They always look for the future conservation of resources not to explore the exploit the resources, but to conserve it, sustainably use it look for all around all round aspects of the sustainable living, lifestyle, service, product everything. So, they now they can bring the transformation in relationship by motivating others to be sustainable to adopt a sustainable consumption and production habit and to lead a sustainable lifestyle also.

So, here we can say mapping the sustainable leadership these two through these two this framework one we can say by adding this focus on this attributes and the scope its scope beyond the particular business unit.

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So, now this is again this is a sustainable leadership pyramid given by the researchers. Now, here we can see these are the; these are some of the it has become it has been practiced by you know Harry Bergstiner Bergstiner by in 2007.

So, these are you can see 1 to 14 these are some of the foundation practices ok. Foundation practices or you can say the basic skills competencies basic practices. So, what are these 14 out of these 14 basic foundational practices? This is given the developing the people continuously and amicable labour relationship, long term staff retention. So, the you can say these are the preliminary requirements of a organization of a of a sustainable organization.

So, long term staff retention, internal successive planning, how to proceed the promotions or principal laws or of promotion, success in successive planning. That means, once after that after the senior boss after the CEO or the senior leader retires how who will take over the. So, next generations of next generations of successor successive leaders etcetera that is internal success and planning

So, every large organizations MNCs say Tata, Birla, Reliance they have the successive planning. So, what is their internal successive succession planning? Valuing the people because the HR the human resource would be given at most value and importance then top team top learn top learn leaders top team leaderships who are in the how many hierarchies are there.

What is the structure of their team and who are at the top of this team leadership. Then their ethical practices, ethical behaviours, the long term long term perspectives like their vision, mission, long term goals. And again they are considered organizational change whether they are very much of typical, traditional organizational or, how they are you know they are welcoming? And they are very keen towards the change towards the change toward the upgradation toward the upgradation.

So, how they take the organizational change and how quickly and promptly and swiftly they want to bring that reform and change in their own organizations. And then another is the independence from the financial market. So, some of the organizations are very much dependent on the markets, market flow, market you know market move, market you know starters etcetera.

So, how much they are dependent or independent of from the financial markets. So, if they have their own resources they are very much independent, so the market fluctuations may not affect them seriously. So, they can sustain they can sustain better in the business. Then environmental responsibilities what are the CSR activities or what are what are the CSR activities.

Or, you know what are their responsibilities they are do they are discharging swiftly towards the protection of environment, conservation of environment environmental you know environmental resources. Or, maybe you can say to you know to neutralize the carbon footprints or what are the measures they are taking to minimize the carbon footprints and managing the industrial or organizational waste products.

How they are waste managing their waste and minimizing the damage minimizing the negative effects or side effects of their organizations or its environmental negative effects. So, what how responsible they are towards the environmental sustainability you are protecting the environment that is the another scene and a social responsibility again.

In whichever location context and a place they are you know establishing their organization or starting their business etcetera. How much they are committed towards the public life, toward the community, toward the people there who are residing in and around the area. So, what are those responsibilities towards the society, to their community? So, how, so what are the social responsibility towards the people and community?

And then again stakeholder approach; there may be different for any organization there may be a number of stakeholders every everybody, every person, every individual, even in staying in that community. And even their exporters, their you know their consumers, direct consumers, customers, suppliers, their investors everybody is a stakeholders.

And what is their approach towards the stakeholder, how they take care of their need satisfaction of the stakeholders every stakeholder be there be their investors or be a common man or a layman or a you know very small supplier. So, how they are managing the relationship with the stakeholders? That is also another important foundational practice. And then strong shared vision.

Again how they are not just maintaining the bonding and relationship with their stakeholders, but also they have a larger vision of not only expanding the business, but also expanding the network also network, their liaisons, their cooperation, their collaboration. So, how strongly they share their vision with other organizations, other countries beyond the location, beyond that beyond the; that means, local organizations.

And what is their horizon how much they have expanded their business in terms of services, in terms of different segments, in terms of varieties of products, in terms of networking, in terms of facilities, in terms of customer service, in terms of quality, in terms of all aspects of a business activity. So, these are the 14 you can say basic these are the 14 basic fundamental practices foundational practices.

Then when they go up then when we move to the higher level of practices then again the. So, they have how they have taken developed and the conceptual consensual decisions like they have a democratic approach. They discuss everything with all the stakeholders even their workers, their people, their employees. So, that is how they are managing and taking the decision consensual decisions self management.

How they how do they manage their all activities not just financial activities, but all kinds of activities production, manufacturing, production, sales, marketing, services everything. Team orientation; what is their orientation of the different teams they are working in different units? Then enabling culture work culture enabling culture then you can say the facilities the privileges the freedom, the liberty and the job security all kind of thing.

How they have providing their providing to their employees enabling culture. Knowledge retention and sharing, how do they manage their knowledge; knowledge creation, knowledge sharing, knowledge retention, knowledge management. So, whole unit of not just the technology enhanced knowledge system, but also you know managing distributing written.

And you know nowadays it is of more of a patent and you know copyright your intellectual property all kinds of thing. So, knowledge retention and sharing how they are retaining knowledge creating knowledge, retaining the knowledge, disseminating it among their employees. And sharing it with others as well as protecting that the their properties, intellectual properties and the trust the in the work culture.

How they build the trust not just with their own employees and the stakeholders, but also with other organizations. What is its reputation, its brand image in the market? So, these are the you can say higher level of practices. Then above it again the key performance drivers the key performance drivers and now we can say the innovation nowadays a now a day every company is they try to have an ease over others.

They have their own niche in the market in terms of you know innovation in terms of quality, in terms of creative creativity, in terms of you know being diversity, friendly, in terms of managing diversity successfully and leveraging it, in terms of you know cross cultural, in terms of having the global approach. So, these are the you can see USP of these companies then self engagement staff engagement.

So, here employee engagement, staff engagement is again another important how successfully, how efficiently, how proficiently they engage their staff and the employees. All the each and every employee staff or human resource, the manpower is successfully engaged and they are very productive, highly motivated towards the work etcetera. So, staff engagement and then the quality.

Ultimately is the quality of the product your service your performance your relationship ultimately is the quality. So, these are the key performance drivers; one is how innovative creative you are your employee engagement process and the facilities and flexibilities that you are giving through your work culture and the quality of your service product etcetera.

Then the performance outcome when you it comes to the ultimately the achievement performance outcome. So, these are the parameters of how to measure that whether it is sustainable or not. The sustainability the performance outcomes of sustainability can be measured through yes; brands and reputation you know customer satisfaction. Then financial performance like at the end of the financial year your balance sheet will show that how much you know whether it is a debt you have how much debt that you are incurred or you have incurred.

Or you know you have your share you have you have shared your profits with the stakeholders, so investors. So, long term shareholder value is there and what is the long term stakeholder return or you can say your stock market value the shares of the market price of your shares.

So, these are some of the parameters of measuring the sustainability of that company our company. So, here we can say through these things we can say this is a framework through this we can say the sustainable leadership pyramid is based on these kind of drivers and the parameters. So, from this we can have a very good idea about how to map the organizations whether these organizations are sustainable or not.

If sustainable to what extent by evaluating monitoring these kinds of parameters practices and the drivers. And at the same time we can also find out how the leadership pyramid, leadership has been sustainable to achieve all these goals. So, I am completing this right now here only. So, closing this session here only. So, in the next class we will continue with other aspects.

Thank you very much.