

Ethics in Engineering Practice
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Lecture – 40
Leadership Styles & Ethical Conduct (Contd.)

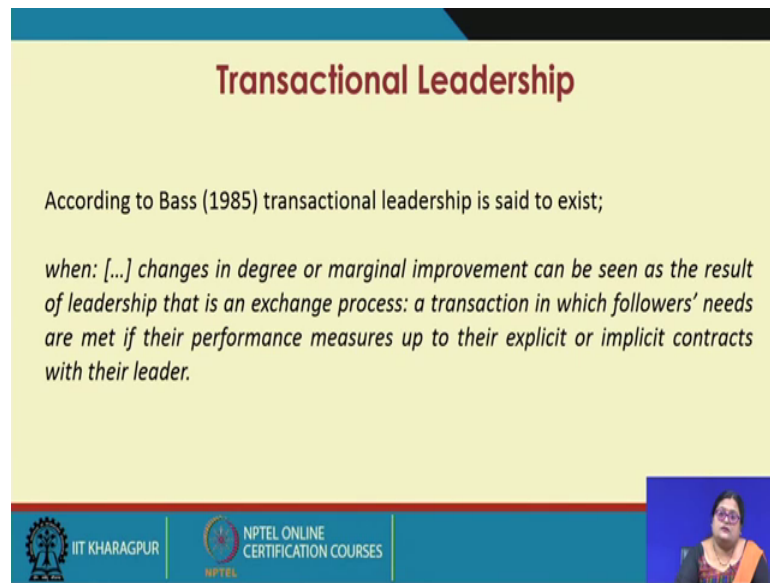
Welcome today we are going to discuss on the forms of leadership which have emerged tilted. And we will try to see what are the ethical implications of these Leadership Styles and like how engineers when they show this leadership style what are the challenges and what are the responsibilities which they need to take care of?

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The leadership styles that we are going to discuss today are transactional, transformational, empowering, ethical and authentic leadership strike along with that we will also again review the moral leadership.

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Transactional Leadership

According to Bass (1985) transactional leadership is said to exist;

when: [...] changes in degree or marginal improvement can be seen as the result of leadership that is an exchange process: a transaction in which followers' needs are met if their performance measures up to their explicit or implicit contracts with their leader.

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Will start with transactional leadership, so, according to Bass in 1985 according to him the transactional leadership is said to exist when changes in degree or marginal improvement can be seen as a result of a leadership that is an exchange process. A transaction between followers needs are met, if in their performance measures up to their explicit or implicit contracts with their leader.

So, what we see over here like, when you are talking of transaction it is a like exchange process like the sometimes what happens leaders are expecting followers to tell you or something according to their like the goals that they have set for the followers. So, but it is equally important for the leader to see like to expect that performance from the followers like you whether the needs are met or not.

So, if the followers need or in which the followers needs are met if like the performance measures are up to the contracts with their leader, but again you see like them. Leader it is a like when you are talking of employment contract and the psychological contract it is a both to be expectation of the follower and the leader from each other about certain like performance standards. And it is a like and if you see any improvement in it like they in the ways of doing things in the ways things are getting performed when we talk of [it is due to the](#); it is due to the transactional leadership style.

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Transactional leadership “represents those exchanges in which both the superior and the subordinate influence one another reciprocally so that each derives something of value” (Yukl, 1981)

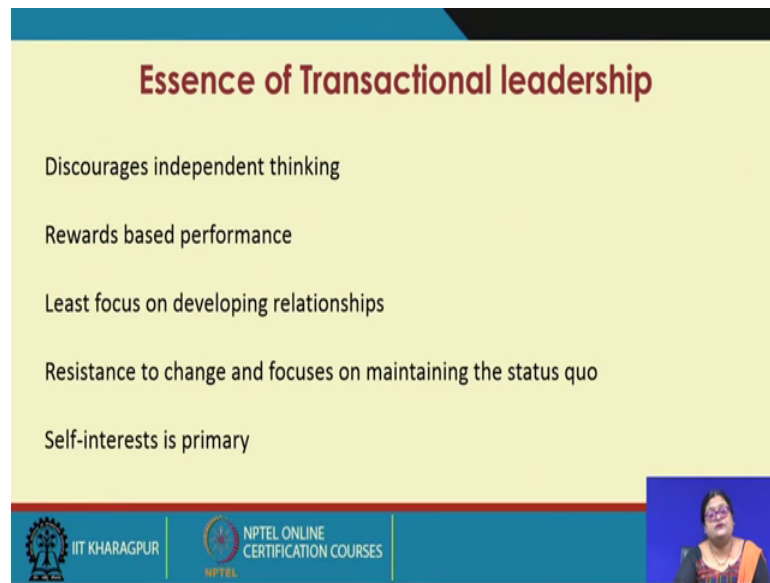
In simple words, under Transactional leadership, there is majorly one way communication between the leaders and the followers and followers are given directions to do complete the assigned tasks.

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Transactional leadership represents those exchanges in which both the superior and the subordinate will influence one another reciprocally so that each derives something of value. So, as we were already this is the definition given by Yukl like there is a like exchange of like expectations from each other and like also exchange of views with each other ways of doing things with each other.

So, and in that case what happens it is like due to that process both ours say to me value adding to each other’s process that is a true meaning of when you are talking of transaction. Generally, what happens in transactional leadership and there is one way communication between the followers and their leaders and the followers and the followers are given direction to complete the assigned task.

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Essence of Transactional leadership

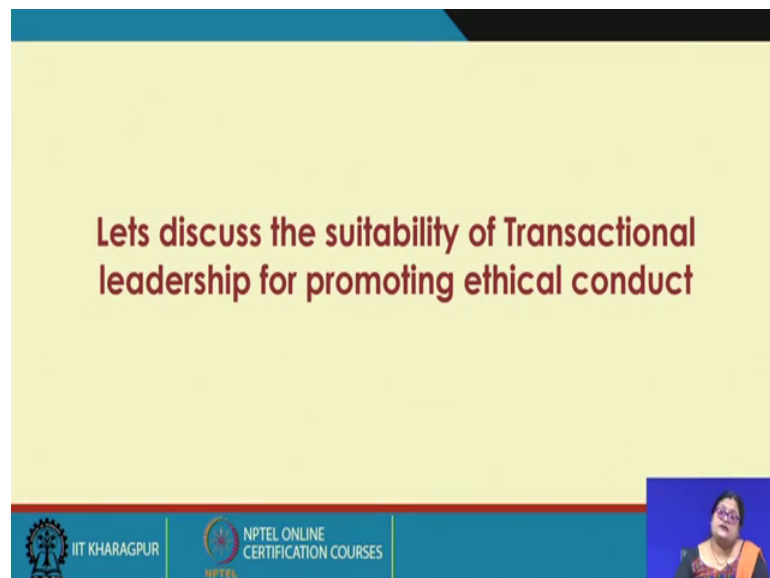
- Discourages independent thinking
- Rewards based performance
- Least focus on developing relationships
- Resistance to change and focuses on maintaining the status quo
- Self-interests is primary

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So, if we take transactional leadership in this general way like when we talk of it is a one way communication and we take it as like the leader gives the order and the follower needs to follow it. Then it does not encourage independent thinking on part of the follower, then it is a performance with the focus and the rewards are based on the performance then it is a less focus on developing the relationship and it is a resistance to change and focuses on maintaining the status quo and self-interest is primary.

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Lets discuss the suitability of Transactional leadership for promoting ethical conduct

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But, if we take it in the way like the it is a two way transaction when you are talking of transaction it depends on how we are interpreting it. If we take it as an exchange of views exchange of like how to do things between a follower and the leader. It can also be used as a point of encouraging the creativity of the person and it can be used in terms of also learning from the followers. It may so, happen like and this is very important as a leader I know like when you talk about leaders and followers specifically with relation to engineering practices and maybe for any other professions.

So, it is very important to like keep oneself updated about the new findings. It means so happen like the leader is knowledgeable enough and has wide experience about doing things. But, he or she may not be updated about the newer versions of thing coming up newer technologies coming up which the maybe the junior and engineer is more like updated about knows different ways of doing things. So, if we take it as a transaction which is only one being communication between like what the direction comes from the leader and the follower has to follow it, then the it gives less of encouragement to the juniors to tell something.

And like come to a discussion mood it is like only carrying out orders and sticking to the performance standards which is given by the leader. But, if it is a two way transaction then what happens then it helps in developing the setting standards so like performance even if you are focusing on tasks and we are setting standards for the task or we are going to set standard for the product. If there is a two way transaction between the leader and the follower regarding what are the expected qualities and what are the ways of doing things then that can be like more updated version.

Second is when you are talking of transaction there is a deeper meaning to transaction also. So, when you talk specifically with relevance to suitability of transaction and leadership for promoting ethical conduct is. If you are taking it in the sense like the followers learns from the leaders and who does what the leader tells the follower to do.

Then it is the very important responsibility of the leader to be on the correct of the ethical to be right from the ethical part, because if that person himself is or herself is not following something not doing something then he or she cannot tell the juniors to do it cannot expect the juniors to do it also. So, again because it is a reciprocating kind thing then if the for if the leader is telling the junior to perform to a certain standard. The

juniors also will expect the followers also will expect like they are given enough resources they are given enough freedom to perform to meet the particular standard.

So, when you are talking of transactions; transaction is like about it is a process to meet certain objectives to render like we are to meet the objective of quality delivery. Then it is not only that one way transaction which is important, but it is a two way transaction which is also important because, I cannot expect something from the followers.

If I do not try to understand what are their needs like what do they mean what like resources should be given to them before we try to expect something from them. And if like they are suggesting something for them like improvement then are we open to take those suggestions or not. So, that will like further we need to are we open to those suggestions.

So, that may eventually lead to like employee giving suggestions employee giving reference otherwise, it may what happened. If they feel like even if I tell something it is not going to be hard at the end of the day it is the leaders word which is the worst word. Then they will obviously, come to that conclusion what do I get by telling something you know like this can be done in a more like maybe cost effective way you know better way what do I get out of it.

So, if, but if it is a two way transaction then the recognition that you get the and the use when you see your suggestions getting implemented of course, motivates you for a better performance, so we have to see how we understand the meaning of transactions.

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Transformational leadership

Such leaders do things to revitalize and transform organizations and society.

Transformational leadership depicts an approach by which;

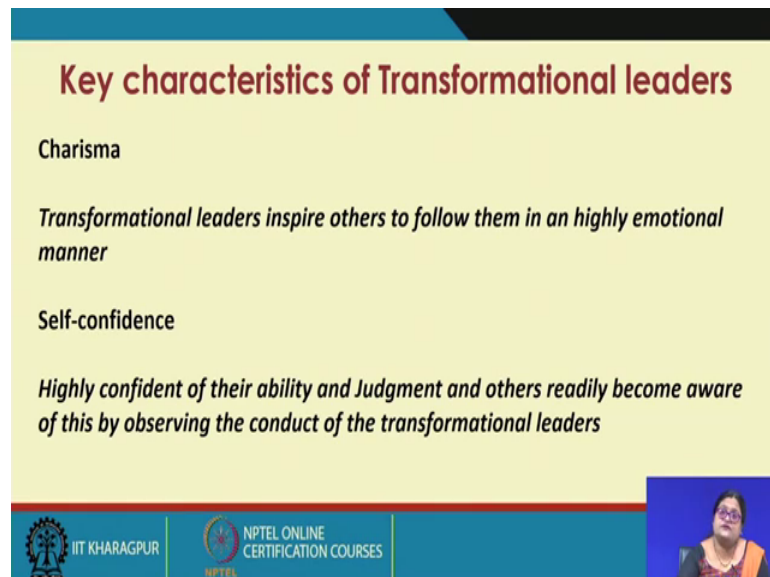
leaders motivate followers to identify with organizational goals and interests and encourage them to perform beyond expectations

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Transformational leadership, such leaders do things to revitalize and transform organizations and society. The transformational leadership depicts an approach by which leaders motivate followers to identify with the organizations goals and interest and encourage them to perform beyond the expectations.

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Key characteristics of Transformational leaders

Charisma

Transformational leaders inspire others to follow them in a highly emotional manner

Self-confidence

Highly confident of their ability and Judgment and others readily become aware of this by observing the conduct of the transformational leaders

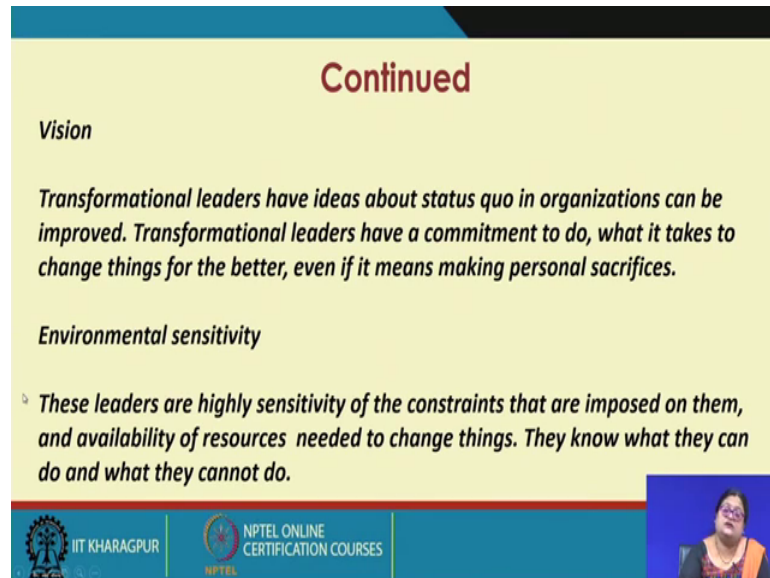
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The slide features a yellow background with a blue header and footer. The title 'Key characteristics of Transformational leaders' is in bold red text. The characteristics are listed in bold black text, with descriptive phrases in italics. Logos for IIT Kharagpur and NPTEL are in the footer, and a small video inset of a woman is in the bottom right corner.

Key characteristics of transformational leaders are charisma they inspire others to follow them in a highly emotional manner self-confidence, highly confident of their ability and

judgment and others readily become of this become aware of this by observing the conduct of the transformational leaders.

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Vision

Transformational leaders have ideas about status quo in organizations can be improved. Transformational leaders have a commitment to do, what it takes to change things for the better, even if it means making personal sacrifices.

Environmental sensitivity

These leaders are highly sensitivity of the constraints that are imposed on them, and availability of resources needed to change things. They know what they can do and what they cannot do.

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Transformation leaders, so generally called to be visionary leaders because when you are talking of transformation changes, we are trying to see a new life we want to see your organization in a new light, we want to see it how it is going to be there in future. So, it acts to be a lot of reflective thinking a vision, so they have the ideas about how the status quo in the organizations can be improved.

So, they have a commitment to do so what it takes to change things for a better even it means making personal sacrifices. So, transformational leaders are visionary leaders who want to see the better version of the organization who want to see a better image of the organization and in that maybe if they are ready to make personal sacrifices for it also. So, they have a very high environmental sensitivity because understand the constraints that are imposed on them they know what they can do and they cannot do all so within a given framework.

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Intellectual simulation

Help followers recognize problems and encourage them to find out creative ways of resolving these problems.

Interpersonal consideration and individualized attention

Transformational leaders give followers the support, encouragement and attention that is needed by each of the followers individually to execute the tasks assigned to them

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Intellectual simulation; so they help followers to recognize the problem and encourage creative ways of resolving these problems interpersonal consideration and individualized attention. So, they give followers the support encouragement attention that is needed each of the followers individually the task to execute the task that is given to them.


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Morality

Transformational leaders carry high levels of moral reasoning while taking all the important decisions that might affect the followers as well as the organization at large.

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Morality; transformational leaders carry high levels of moral reasoning while taking all the important decisions that may affect the followers as well as the organizations at large.

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So, when what we find over here is like when you are discussing and transformational leaders we are focusing on a leadership style, which is like a more visionary who thinks of the future do things for the betterment of the organization even at the cost of personal sacrifices.

But, here one question may come which is definitely of priority setting there are there will be stakeholders and here we see organizational goal and the objectives of the organization. And the main like by wit around which the transformational leadership rotates like and it moves in the way like it tells the followers to identify with the organizational goals.

And like be inspired to move forward towards like the revamping the organization giving it a new face to thinking how it can do things in a different way how like it can be a better place to work in. So, if those things are there and like me how the organization means for engineers is how maybe like the better contribute towards the maybe welfare of the and well being of the people at large because it is one of their main major professional ethics.

So, in that thinking about the organization sometimes we have to prioritize our like the conflicting needs of the different stakeholders also starting from oneself. It means so happen like the self-sacrifice of certain things certain as like aspirations also priority is also required like if you are talking of like whether I think of myself interest or the

interest of the organization. So, sometimes it may come to make a choice between the thinking in the behalf of the organization and the public at large or responsibility to the employee.

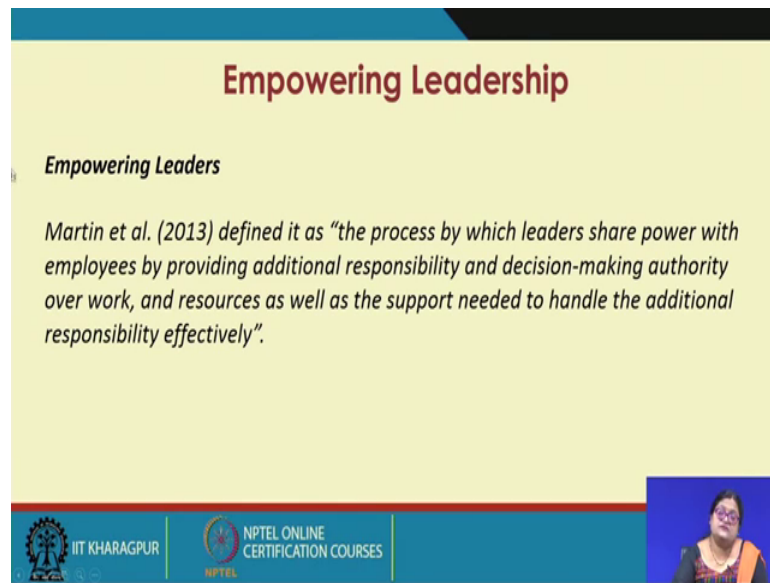
So, and you may need to take a decision regarding this when mainly comes to me when you are talking of redesigning the organization for the purpose of certain things. So, whenever we are talking of redesigning restructuring the organization somewhere we find like the organizational objectives and the first per personal objectives of the employees present in the organization may not be like matching with each other. And like you may have to sacrifice the your personal self interest or interest of the some of the employees in order to life make your organization ready for the greater objective.

So, when you are talking of transformational leaders these are some of the characteristics and like these are some of the deliver points with respect to the ethical issues that you may having like can we like sacrifice a person like persons right for something right to worth maybe for the better interest of our organization. So, if ~~you~~-we are doing if you are doing so maybe we can justify it from the utilitarian perspective like, whatever you are doing is in the greater interest of the public at large and there the that is what is the benefit you are getting and the cost maybe.

So, like reducing a number of persons from your organization. So, if that is so then that is one way of understanding it but, if we take our caring approach towards the whole thing what we find like maybe we have to see the employability of these people make them maybe give them certain compensation.

So, that even if they are not there with the organization the bond the relationship with the organization never dies out. So, how you take your approach and what nature like whether you are not shooting transformational leader or not it matters a lot into how you take an approach towards ~~you're~~-your like executing your vision.



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Empowering Leadership

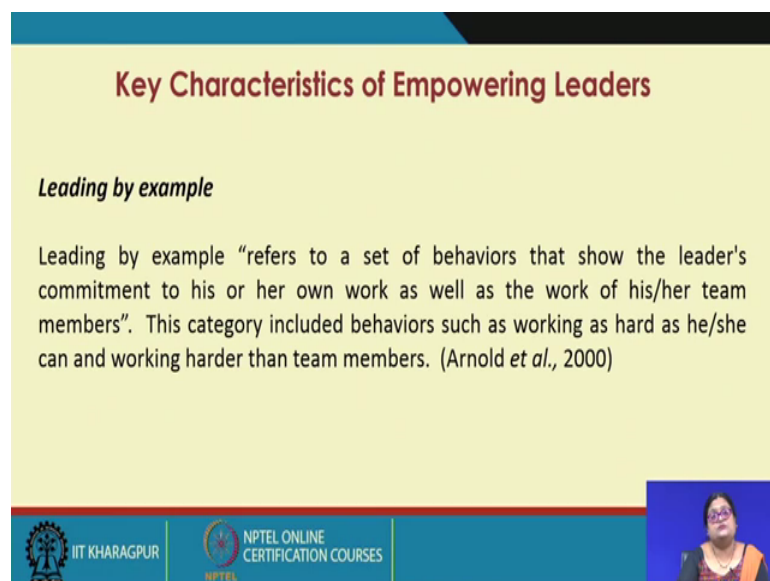
Empowering Leaders

Martin et al. (2013) defined it as “the process by which leaders share power with employees by providing additional responsibility and decision-making authority over work, and resources as well as the support needed to handle the additional responsibility effectively”.

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Empowering leaders; empowering leaders is the leadership style in process where leaders share power with employees by providing additional responsibility and decision making authority over work and resources as well as support needed to handle the additional responsibilities effectively. So, what we find over here in empowering leadership the leader shares the employees with additionally not only responsibility and decision making authority, but also the resources.



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Key Characteristics of Empowering Leaders

Leading by example

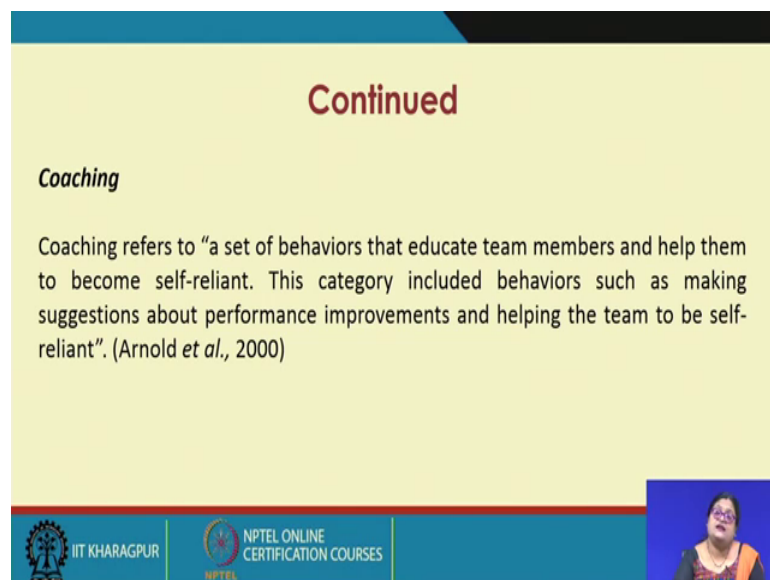
Leading by example “refers to a set of behaviors that show the leader's commitment to his or her own work as well as the work of his/her team members”. This category included behaviors such as working as hard as he/she can and working harder than team members. (Arnold *et al.*, 2000)

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So, that it becomes an enabler for the person to do the task it is not only enough that we share certain resources like share ideas or tell like you are responsible and you can take your call on it. But, it is equally respond it is equally important like you give the proper resources for the person to perform and empower that person to take decisions and also you agree or you think like whatever the person decides you tell like it is you support that it is your decision also.

So, it is like when you are talking of empowering leadership it is one of those is leading by itself like example. So, if you are committed to your own work then you can expect your employees to be committed members also so it talks of maybe working hard for your team's objectives.

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Coaching

Coaching refers to "a set of behaviors that educate team members and help them to become self-reliant. This category included behaviors such as making suggestions about performance improvements and helping the team to be self-reliant". (Arnold *et al.*, 2000)

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So, these kind of things are important whenever we are talking of empowering leadership when you are talking of coaching. So, it is an act of educating your team members and help them to become self-reliant, this category include behaviors such as making suggestions about performance improvements and helping the team to be self reliant.

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Participative decision making

Participative decision making refers “to a leader's use of team members' information and input in making decisions. This category included behaviors such as encouraging team members to express their ideas and opinions”. (Arnold *et al.*, 2000)

Also in empowering leadership we have participative decision making it is a use of team members information and input in decision making. So, it includes behavior such as encouraging team members to explain their ideas and opinions.

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Key Characteristics of Empowering Leaders

Informing

Informing refers to “the leader's dissemination of company wide information such as mission and philosophy as well as other important information. This category included behaviors such as explaining company decisions to the team and informing the team about new developments in organizational policy”. (Arnold *et al.*, 2000)

The key characteristics of empowering leaders are a first is informing means like disseminating of information company wide such as the organizations vision mission and philosophy. So, explaining company decisions to the team and inform the team about how the new developments in the organizational policy.

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Key Characteristics of Empowering Leaders

Showing concern

Showing concern is a collection of behaviors that demonstrate a general regard for team members' well-being. This category included behaviors such as taking time to discuss team members concerns

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Showing concern for the team members well-being so taking time to discuss the team members concerns.

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Discussion on suitability of Empowering leadership for promoting Ethical behaviour

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So, when you are discussing the suitability of empowering leadership from for promoting ethical behavior it is a very important juncture to discuss about it. Because, when you are talking of transactional leadership whenever you are talking of transformational leadership what we find the control is still in the leader's hand. Like when you whenever you are talking of transactional leadership the leader is taking giving his views on the

performance standards and expectations and as a result of that transaction of like exchange of duties and responsibilities is expecting certain performance from the follower.

And the final control is there with the leader to decide about it when you are talking of transformational leadership also it is like the motivating the followers to like you think about the organizational objectives first and making getting oneself prepared for it and moving towards it. And so that like the organization transforms and gets a new shape it is a new vision etcetera, but still here it is the leader with whom the ultimate decision of yes and no remains or the future perspective remains with the leader.

While we are talking of true like empowering leadership in true empowering leadership actually in self managed teams they it becomes a real like leaderless group. Where the team members are empowered enough knowledgeable enough to take their own decisions and move the team or the organization forward. And it is very very important from the perspective of ethical leadership is when I empower you to do something it is also it means I give you power I give you authority alongside of that comes also the responsibility and accountability.

If I am truly empowering you means I am giving you the authority to take decisions regarding certain things. And in that case the person who is empowered needs to understand this authority is an immense responsibility that is given that needs to be reciprocated by like when you talk of accountability and responsibility. Also a point of caution over here like this empowering leadership style should not only be a lip service done where we find like people are empowered in order to show that it is a passing on the blame kind of thing. Like, if I have empowered and empowered regarding what like maybe to take a decision about certain things.

And then it comes very logically to whom am I empowering is the person competent enough to get empowered has the person capacity enough to get empowered or not. But, if you are empowering people without making them understand their part of responsibility and accountability it may be a way of passing on the work. It may be a way of putting away you washing your hands out of the as a leader from the responsibility of doing something. And acknowledging the like you are part of maybe if

something this is more evident when something goes wrong then who shares the blame for it.

So, if you are doing as an empowering leadership we need to understand the risk part of it also. And have we made people aware of the risk part have we trained them enough to take care of the risks or we are taking the strategy just to pass out the blame from other from us. And we will tell like we were not the people who decided about it we were not the people who did this thing it was others who were empowered to do it. So, what is your intention behind the empowerment and how you are doing it is and important in terms of like promoting ethical behavior in the organization?

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Ethical Leadership

Brown et al. (2005) defined ethical leadership as

“the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making”.

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Next we will come to ethical leadership; ethical leadership is defined as the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships and the promotion of such conduct to followers through two way communication reinforcement and decision making. So, whenever you are talking of ethical leadership it talks of having certain norms standard rules, standard operating processes.

So, it is demonstration of normative the appropriate conduct through personal actions and interpersonal relationships. And like the way to promote those conducts to follow as per norms low as per norms through two way communication reinforcement and decision making.

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Essence of ethical Leadership

- Focuses on serving others*
- Raising voices against unethical practices in the organization*
- Concerned about the followers good and overall betterment of the organization*
- Makes sure that rewards and penalties are levied fairly for ethical or unethical conduct*

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The essence of ethical leadership is on serving others then raises voice against unethical practices in the organization concerns about the followers good and a world with government of the organization. So, make sure like the rewards and penalties are levied fairly for ethical or unethical conduct.

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- Focuses on justice in the organization*
- Encourages followers to raise their voices freely against unethical practices in the organization*

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Focuses on justice in the organization; so helps employees to raise their voice freely against unethical practices in the organization.

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So, ethical leadership is very much important for promoting ethical conduct because, when you are talking of it talks of some set standards and rules. And so it talks of really an institutionalized ways for promoting ethical conduct. So, in that case like the a codes of ethics should be written in very details with all because from we can understand like with the changing nature of time and situations.

So, the challenges in a particular situation may also become different and may demand I given the situation even other things remaining constant this is how you are going to behave. So, whenever we are talking of institutionalized doing some processes. So, that for which we can refer to before we take a decision about the day to day happenings and to take care of the codes like ethical conducts. So, it is very important to have a ethical leadership in place.

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Authentic Leadership

Authentic leadership refers to

“a pattern of leader behavior that draws upon and promotes both positive psychological capacities and a positive ethical climate, to foster greater self-awareness, an internalized moral perspective, balanced processing of information, and relational transparency on the part of leaders working with followers, fostering positive self development” (Walumbwa et al. 2008)

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Authentic leadership; then authentic leadership refers to pattern of leader behavior that draws upon and promotes both positive psychological capacities and the positive ethical climate. To foster greater self-awareness and internalized moral perspective balance processing of information and my and relational transparency and the part of leaders working with followers fostering positive development.

So, whenever we are talking of authentic it is a hint that we are getting through the twin cat retreats which is coming out integrity when you are talking of genuineness. So, genuineness in occurred, so and genuineness in a ways of doing things genuineness in the way that we feel and behave.

So, it talks of a relational transparency talks are for like balanced processing of information and it helps in lot of self-development. And positive flower self-development because, if you are talking of integrity then whatever may be conflicting situations may come to us because, the we like by the virtue of honesty and integrity remaining true to oneself will help us to choose our path which will lead to a positive self development.

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Essence of Authentic leadership

Authentic leaders demonstrate these five qualities:

- Understanding their purpose*
- Practicing solid values*
- Leading with heart*

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Authentic leaders demonstrate five characteristics like; they understand their purpose they their core is based on solid values they are leading from heart.

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- Establishing connected relationships*
- Demonstrating self-discipline*

(Source: The True Qualities Of Authentic Leaders, <https://www.forbes.com/sites/hbsworkingknowledge/2015/11/10/the-true-qualities-of-authentic-leaders/#11dded6f74d>)

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They establish connected relationships and of course, they demonstrate self-discipline so when you are talking of genuineness whenever we are talking of integrity. So, there will be like situations of like grades spread all over and like we can talk of these situations whenever we are talking of maybe you are into a project and you are the sanctioning authority.

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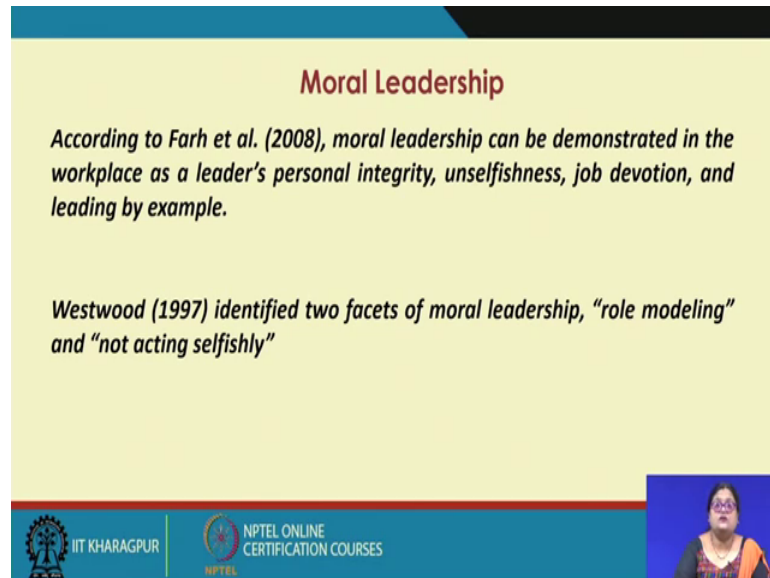
Then there could be other interested stakeholders which may be your project is not interest your project is not taking care of or it is or the it talks of like that stakeholder we want to do a business by what it is not giving a good quality things. So, it me talk like take the route of giving you gifts bribes and other things then it talks of this integrity genuineness authentic leadership style.

Which helps you to stick to your vision, your understanding, your like genuineness and which is important for whether even irrespective of these like; things present in the situations. Where maybe you have a lot of temptation in terms of bribes in gives gifts given to you, but as an authentic leader are you going to say yes to do those things. And like because, you know they cultivate the quality of goods and services that they are giving is not after the mark as for the standards, which is required for the productive be of high quality product.

So, what you do in this case so, authentic leadership talks like really focuses in that area which talks of maintaining your integrity. And like when taking how having a lot of self discipline because, the gift given the bribe given maybe so much kind of attracting. If there is a like maybe a possibility that you fall into that trap, but in order to an authentic leader in order to be a person of integrity it requires a lot of [lot of](#) self discipline for the person to overcome this game to like ignore this type of situation so green. And like be

focused on the objective that which is given by the professional value system that like concentrating on the like safety and health issues of the people at large.

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Moral Leadership

According to Farh et al. (2008), moral leadership can be demonstrated in the workplace as a leader's personal integrity, unselfishness, job devotion, and leading by example.

Westwood (1997) identified two facets of moral leadership, "role modeling" and "not acting selfishly"

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We will be talking of moral leadership according to far it will modern moral leadership can be demonstrated in the workplace as a leaders personal integrity and selfishness job devotion and leading by example. So, like west would identify two facets of moral leadership role modeling I am not acting selfishly.

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7 habits of highly moral leaders

- Moral leaders have strong ethical character
- Moral Leaders have a Passion to "do right"
- Moral Leaders are Morally Proactive
- Moral Leaders are Stakeholder Inclusive

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Moral leaders have 7 highly in moral leaders have 7 important characteristics like they have a strong ethical character they have a passion to do right, they are morally proactive, they in the our stakeholder inclusive means the take care of all the stakeholders before they think about any suggestions.

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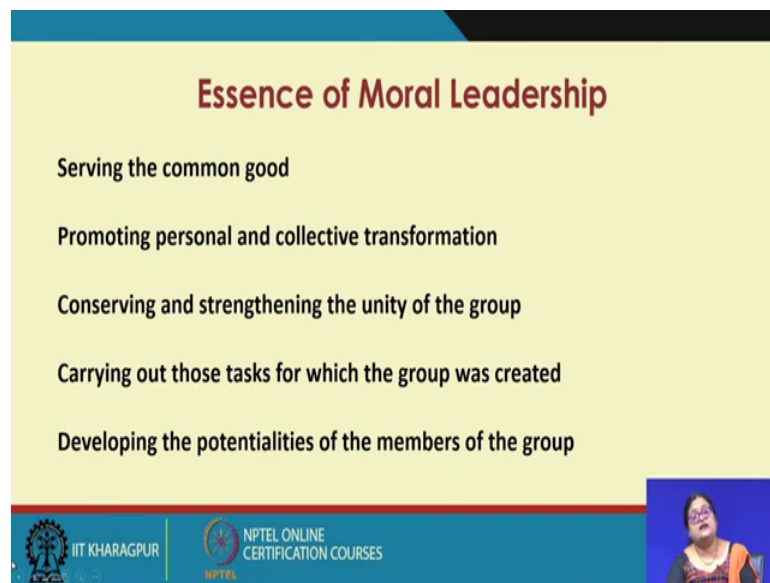
The slide is titled "Continued" in red text at the top. It lists three characteristics of moral leaders: "Moral Leaders have an Obsession with Fairness", "Moral Leaders are Principled Decision Makers", and "Moral Leaders Integrate Ethics Wisdom with Management Wisdom". At the bottom, there is a citation: "(Archie B. Carroll, 'Ethical Leadership: From Moral Manager to Moral Leader,' in Rights, Relationships & Responsibilities: Business Ethics and Social Impact Management, Vol. 1, 2003. O. C. Ferrell, Sheb L. True, and Lou E. Pelton (eds.), pp. 7-17)". The slide also features logos for IIT KHARAGPUR and NPTEL ONLINE CERTIFICATION COURSES, and a small video inset of a woman in the bottom right corner.

So, they have an obsession with fairness and they are like principled decision makers they go over certain values while making the decisions. So, it integrates like ethics of wisdom with the management wisdom. So, what we find over here like when you are talking of the value oriented leader whenever we are talking of a moral leadership we are talking of again fairness we are talking of authenticity we are talking of integrity honesty in your purpose in a ways of doing things.

And how you behave or you talk and it like it is a principle decision making and it talks of giving like you are like how you move forward managing those things and the integrating ethics into ethics wisdom into the management wisdom. Like, it is the years and years of practice of things understanding a particular situation understanding the pros and cons of it and then taking a particular decision about it came like enriches you as a person. And the management wisdom also enriches with the knowledge of like how to do strategic thinking, how to think of the people, how to think of the technology and how to think of the interpersonal relationship how to work in a group?

So, when you are talking of moral leaders it tries to integrate these two fees. So, that what whatever we do in that question consistency of our character the clarity of her knowledge and maybe openness of us to share things with others knowledge with others and integrity comes to be important aspect of it.

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Essence of Moral Leadership

- Serving the common good
- Promoting personal and collective transformation
- Conserving and strengthening the unity of the group
- Carrying out those tasks for which the group was created
- Developing the potentialities of the members of the group

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A small video inset in the bottom right corner shows a woman with glasses speaking.

When you talk of the further a sense of moral leadership, so it serves a common good it is promoting personal and collective transformation and conserving the and strengthening the unity of the group. So, carrying out those tasks for which the group was created so developing potential members for the group these are like some qualities of moral leadership.

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Continued

- Dispersed on many*
- Characterized by service not domination*
- Self-less*
- Humble*
- Listening*
- Reflective and Persevering*

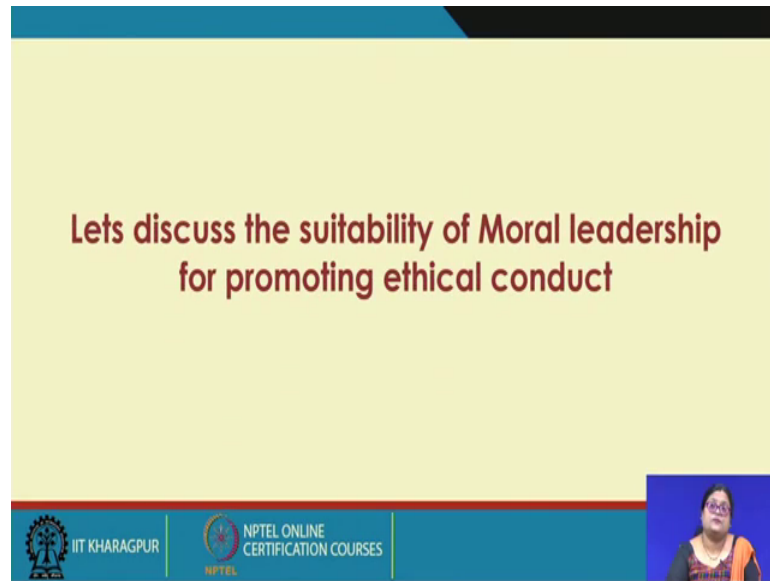
Source: Onno M. Vinkhuyzen a, Sylvia I. Karlsson-Vinkhuyzen (2014)

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And we need talk of it is dispersed done mainly means because, if this sense of integrity, this sense of contributing, this sense of like whatever temptation may be coming I will stick to my path this is an expectation which is like from all it. So, it is dispersed on many so they are characterized by serving others.

So, caring for others and it is a selfless humble listening because, many problems are solved by proper listening it may. So, happen because you have not heard things properly we do not get the proper knowledge about it. So, listening then reflective and persevering because, if you are thinking of certain future things and you need to rethink about it then you have to reflect on it to find out the other possible options for it.

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Moral leadership is very very important for promoting ethical conduct because, this sense of right and wrong justice fairness is an integral part of ethical discussion. And that will come from the values the principles that the person is following and when it comes to prioritizing, when it comes to maybe choice of vendors, it comes to selection of materials because, we understand that engineering at each of the phases are very important.

When you are talking of justice and fairness in the moral leadership and we are talking of being selfless also while you are thinking of these objectives will help us to focus on fourth under beneficiaries for whose beneficial benefit are we talking of and how we can be how we can do certain things. So, that we are like on the right track we actually which is evident like we are doing things fairly.

So, the leadership styles that we have discussed over here be it transformational leadership, be it transactional leadership, be it ethical leadership moral leadership or authentic leadership. If you can understand through this discussion if like when you are talking of transactional leadership it is focusing on how you are exchanging your views with your juniors maybe, how you are expressing, how things will be getting done, how maybe you are explaining your jobs to your juniors and your expectations to them.

Whenever, you are talking of transformational leadership you are talking of like understanding along with your juniors and making them understand of the objectives of

the organization also. How you want to see it to be contributing to the total development of the public at large whenever you are talking of empowering leadership it is like it is not like extended link of transformational and transactional and leadership.

Where you are empowering your new people to contribute positively towards enriching a particular domain, but it should be done in a proper way the intention of empowering is very very important that it should not be like I should become the scapegoat your juniors should never be treated as scapegoat. So, that you are escaping some of your responsibilities and when it comes to blame sharing you like. The junior is the one who has pointed fingers at and maybe that is the person who is getting caught under certain for maybe like neglectful acts.

So, we look like we have discussed past such cases so it is very important what is the culture of your organization? How you see your responsibility, when you are empowering and if you are empowering then what are the resources that you are giving. When you are talking of authentic leadership and ethical leadership both are very much linked with each other which talks of like fairness of practices and authentic leadership talks of the integrity of your character and genuineness. Whatever you are doing however, you are your expressive feelings in our genuine way you express yourself you express your comments in a genuine way.

So, that people can trust you and know like this is how you are and this is how you behave and this is what they can expect from you. If you are changing yourself like too often and changing your like ways of doing things too often changing, your opinions maybe too often based on like benefits which comes to like for your own self interest maybe then you are not an authentic person maybe the genuinely is somewhere is missing and maybe you lose your trustworthiness.

So and when you are talking of ethical and moral leadership we are talking about the fairness of the processes. And if you are talking of to see how things are done when you talking of ethical leadership you talking institutionalized in the processes. So, that you formulate some standard processes, so if somebody's in a dilemma somebody's in a crossroad they can come and refer to those things. And it is more so it focuses on you leading by example, if an ethical leadership the main focus is like you are leading by

example if you are telling someone to follow telling someone to do something then you must also be doing the same thing.

So, that others can learn from you, whenever you are talking of moral leadership we find it is a part of our values which guide an obligation towards fairness to understand. If like it is a moral responsibility to fight to me to choose what is right and what is wrong and it may be a choice of the different stakeholders.

And like choice between self interest and like the interest of the organization groups interest of the organization. Interest of the organization and interest of the public at large and when you are talking of moral leadership which is guided by values and these values could be your personal value and it could be your professional values also. It is a moral leadership style of the engineers which helps you to understand what is right and wrong in a particular situation.

So, it is an actually when you are discussing leadership style strands transformational leadership is where you want your organization to become how it should appear and what it should do in the next few years. And become like what transactional leadership is how you exchange your processes of doing things with your team members.

How many talking of authentic leadership when you are talking or leadership when you are talking of ethical leadership these focuses and you as the person. The integrity of your character the trustworthiness of person that you are your thought process your values which guides you to see how you want your organization to transform to see how as a leader you are going to exchange your views with your juniors as a part of two way transactions.

So, that it not only it is not an expectation to them to perform, but you also take care of their needs and see like jointly you along with your team along with the organization all taken together are performing to the best interest of the whole society at large. And it is a synergy which burns which is a bond which develops between your professional expectations your organizations expectations and your greater responsibility as a professional engineer to the safety health and security of the public at large.

Today is a concluding session of ethics in engineering practice throughout the journey of this course we have introduced you slowly to the concept of ethics towards the concept

of why engineering is an important professional practice. The responsibilities of engineers as a professional person the values of the engineers the professional values what are the conflicting situations the engineer may face as when like the engineer is an employee of a particular organization.

So, a need to have to handle dilemma over there, what are their responsibilities towards their environment what is their responsibility in dealing with the digital world in dealing with technology. And maybe we have discussed also like what is their responsibilities if they are designing something which are of nuclear like involves technology nuclear technology. We have also moved to the discussion slowly through like moving you through the discussion like if you are like; improving in your organization through your carrier ladder as from a junior engineer to a manager to a leader.

So, what are your responsibilities when you are working as a junior employee when you are working as a manager and when you are as working as leader also we have considered like whether you. Like, if in many cases if you are functioning as a consultant then what are the responsibilities of you as a consultant also.

Hope you have enjoyed the sessions, hope we have been able to give our extensive coverage to your queries and like which has maybe encouraged you to learn further we this is the this being the last session. We will like encourage you to put your queries in the forum which will be happy to answer and again share with you or discuss with your views get your viewing views from you and we will be interacting in the forum.

Thank you.