

**Leadership for India Inc: Practical Concepts and Constructs**  
**Prof. C Bhaktavatsala Rao**  
**Prof. Ajit Singhvi**  
**Department of Management Studies**  
**Indian Institute of Technology, Madras**

**Week - 10**  
**Transformational Leadership Models - 2**  
**Lecture - 46**  
**Charismatic Leadership Model**

Hi Friends, welcome to the NPTEL course leadership for India Inc: Practical Concepts and Constructs. We are in week-10 discussing Transformational Leadership models part -2. In this lecture, we will focus on Charismatic Leadership Model.

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**Charismatic Leadership**

Charismatic leadership is one leadership model that provides significant natural advantage to a leader. All leaders tend to possess charisma of varying degrees. A charismatic leader can influence broad swathes of population.

Charisma is the powerful personal quality of an individual to attract and impress other people; it is a key driver of extraordinary success in leaders.



Charismatic leaders are visionary and transformational but need to be reflective to be able to build iconic firms with sustainability.

Charismatic leaders are vulnerable to delusions of infallibility; must be open to self-sacrifice, self-evaluation, self-correction and even self-atonement.

Charismatic leaders have the greatest opportunity to mesmerize, inspire, and influence their teams.

The power of charisma must be used to energize the teams for empowerment—as Mahatma Gandhi did for the entire nation.

Charismatic leadership is somewhat individualistic—it therefore enjoins the leader to be conscious of the power that he or she wields on the organization, and use it positively and productively.

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Charismatic leadership as we can appreciate is somewhat individualistic – it therefore, enjoins the leader to be conscious of the power and responsibility that he or she wields on the organization, and use it positively and productively. Personality together with performance and communication make up for charisma in great many leaders.

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**Charisma in Business**


Charisma is a great winning attribute in social leadership, democratic campaigns, and political movements. Charisma matters in business as well, no matter what the level of the leader's intelligence, wisdom or constitution. Charisma is the powerful personal quality that some leaders have that inspires people even outside their firms.

This lecture hypothesizes that business leaders need to be cognizant of the importance of charisma, rather than view it as a halo of successful movie actors and crowd-swaying politicians.

There is, of course, truth that leadership is largely a cerebral activity, as brought out in the previous lectures—that does not in any way discount the importance of charisma in leadership.

Not all successful leaders are charismatic but some super-successful leaders are, in addition, charismatic, too, with their charisma contributing to their super-success.

Leaders of India Inc., such as Ratan Tata, Narayana Murthy and Azim Premji, are not only effective leaders from a standard leadership criteria template but are, in addition, charismatic leaders as well.



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There is of course, truth that leadership is largely a cerebral activity which also needs to be accompanied by results. This was brought out by the previous lectures of ours.

However, that does not in any way discount the importance of charisma in leadership. Not all successful leaders are charismatic, but some super successful leaders are in addition charismatic, too, with their charisma contributing to their super success.

Leaders of India Inc such as Ratan Tata, N. R. Narayana Murthy and Azim Premji, are not only effective leaders from standard leadership criteria template, but are, in addition, charismatic leaders as well. Their aura extends far beyond the companies they manage or they lead.

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### Charisma – Inherited and/or Built

Charisma could occasionally be a family legacy but, in most cases, family halo does not, by itself, make for sustainable charisma. There are many evidences in corporate history to substantiate that.



Is charisma inherited, or built, or both? Charisma could be occasionally a family legacy but, in most cases, family halos do not by themselves, make for sustainable charisma. There are many evidences in corporate history to substantiate that, but before that one from the general leadership domain.

Mahatma Gandhi was an extraordinarily charismatic leader, but his children and grandchildren did not become charismatic leaders. Rajmohan Gandhi was a great accomplished writer and thinker, but he was not charismatic as Mahatma Gandhi was.

Indira Gandhi as the daughter of the charismatic Jawaharlal Nehru – our first prime minister in post independent India, commenced her political innings with some inherited charisma but quickly built her own unique charismatic brand. Ratan Tata and Naval Tata have the same Tata family halo, but Ratan Tata carries the charisma.

Differentiated superior performance is a key aspect of developing charisma to greater heights. Without performance, charisma cannot be sustainable, be it in public service, or business leadership. In fact, differentiated superior performance is a key aspect of developing charisma to greater heights. To be clear, charisma is not essential for leadership performance. Leadership can be independent of charisma too.

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**Charisma – Transferrable and Not So Transferrable**






Charisma in one field can lead to success and additional charisma in other fields too. This is especially true when leaders move from canvases of public adulation to platforms of public service (for eg., from movies to politics).

N.T. Rama Rao (NTR) and M.G. Ramachandran (MGR) were charismatic movie hero-actors of Telugu and Tamil cinema, respectively.

Both MGR and NTR could leverage their movie charisma to become the elected Chief Ministers of their respective states, with additional charisma based on public service.

This has not always been true either. Amitabh Bachchan, the charismatic Hindi movie hero, failed to make a success of his organization for a business venture.

There is no universal truth on charisma – it is real, it is powerful, and it is useful. Charisma can be inherited, built or even lost. Like everything else, charisma has to be leveraged thoughtfully, positively and productively.



Charisma is it transferable or non-transferable. Charisma in one field can lead to success and additional charisma in other fields too. This is especially true when leaders move from canvases of public adulation to platforms of public service, for example, from movies to politics N T Rama Rao, and M G Ramachandran were charismatic movie hero-actors of Telugu and Tamil cinema, respectively.

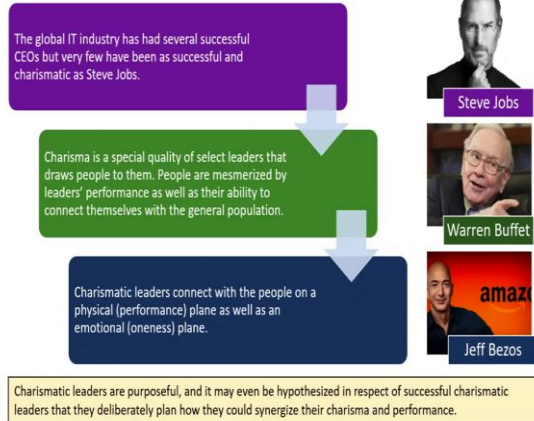
Both of these leaders could leverage their movie charisma to become the elected chief ministers of the respected states, with additional charisma based on public service. However, this has not always been true. Amitabh Bachchan, the charismatic Hindi movie hero, failed to make a success of his organization for a business venture.

There is therefore, no universal truth on charisma – it is real, it is powerful, and it is useful. Charisma can be inherited, built or even lost. Like everything else, charisma has to be leveraged thoughtfully, positively and productively by leaders.

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### Defining Charisma

Charisma is not a skill that can be acquired or honed. It is an intrinsic aspect of one's personality that is partly genetic and partly developed over the years. Most people, as they become successful, become respected and are applauded but not necessarily turn charismatic.



As I said charisma is a great capability, but it is not a skill that can be acquired or owned. It is an intrinsic aspect of one's personality that is partly genetic and partly developed over the years. Most people as they become successful become respected and are applauded, but not necessarily turn charismatic.

The global IT industry has had several successful CEOs, but very few have been as successful and charismatic as Steve Jobs. Charisma is a special quality of select leaders that draws people to them. People are mesmerized by leader's performance as well as their ability to connect themselves with the general population.

Charismatic leaders connect with the people on a physical that is performance plane as well as on an emotional plane that is oneness plane. Charismatic leaders are purposeful, and it may be even hypothesized in respect of successful charismatic leaders that they deliberately plan how they would synergize their charisma and performance. We have two other examples illustrated here Warren Buffett and Jeff Bezos.

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### Purposive Charisma

National leaders tend to be charismatic in all senses of the term. The examples below illustrate that the texture of charisma and its applicability may vary with the individual leader and context. Charisma of a national leader will typically be far greater, far more inclusive and far more intense than that of a business leader.



Each phase of a nation or organization will offer a certain set of circumstances for charismatic leaders to develop a purposive focus and execution platform. Charismatic leaders may not be intensely strategic but are highly visionary (inspiring people) and highly performance oriented (inspiring credibility).



Charisma must be purposive. National leaders especially tend to be charismatic in all sense of the term. The examples below illustrate that the texture of charisma and its applicability may vary with the individual leader and the context. Charisma of a national leader will typically be far greater, far more inclusive, and far more intense than that of a business leader.

Let us take the example of Mahatma Gandhi. He became the charismatic focal leader for India. For the yearning of the Indian people for independence, he could coalesce the entire Indian nation into one personality fighting for independence. However, he overcame all the barriers he had in making that happen, and it was due to his personal charisma without doubt.

Indira Gandhi, her Garibi Hatao that is Banish Poverty slogan, became a major performance credo. It connected her to the poorer sections of the society and enhanced her charisma over time. Narendra Modi – the current prime minister of India, he built his charisma around transformation of India through inclusive growth and global recognition for India.

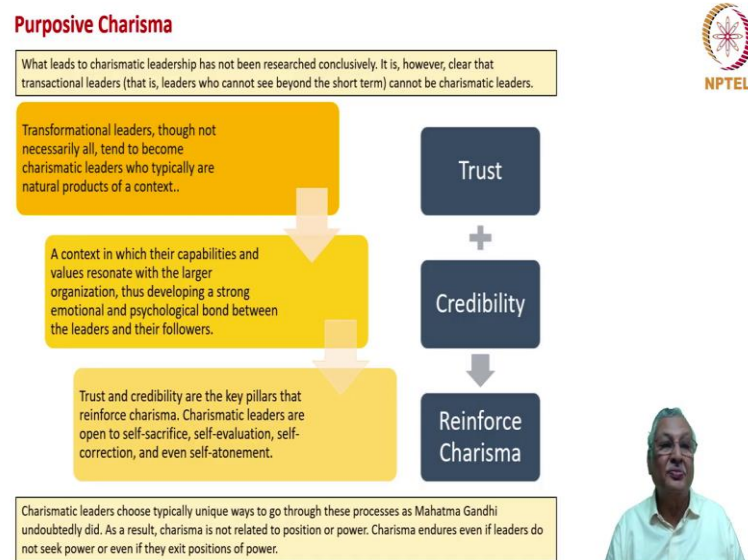
He has restored the pride of purpose, and the pride of vision, and the pride of self-worth for Indian nation as a whole far beyond what was existing in the past regimes. So, that is the contribution which Narendra Modi made. And in doing so, he created a charismatic

hallow around him for his power of communication, for his power of purpose, and for his power of execution.

So, purposive focus leads to charismatic drive, and that is also seconded by relentless performance. Each phase of a nation or organization will offer a certain set of circumstances for charismatic leaders to develop a purposive focus and execution platform.

Charismatic leaders may not be intensely strategic, but are highly visionary inspiring people, and highly performance oriented inspiring credibility that is the meaning of purposive charisma.

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Let us continue this discussion. What leads to charismatic leadership has not been researched conclusively. It is, however, clear the transactional leaders, that is, leaders who cannot see beyond their short term cannot be charismatic leaders.

Transformational leaders, though not all transformational leaders tend to become charismatic leaders who typically are the natural products of a context. And that context would be something in which their capabilities and values resonate with the larger organization and the larger group of people, thus developing a strong emotional and psychological bond between the leaders and their followers.

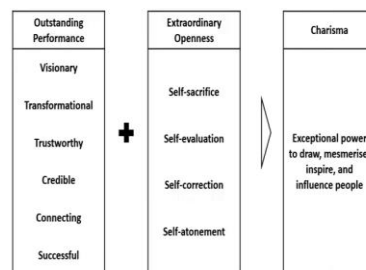
Trust and credibility are the key pillars that reinforce charisma. Charismatic leaders are open to self-sacrifice, self-evaluation, self-correction, and even self-atonement. Mahatma Gandhi really excelled in that.

Charismatic leaders choose typically unique ways to go through these processes as Mahatma Gandhi undoubtedly did. As a result, charisma is not related to position or power. Charisma endures even if leaders do not seek power or even if they exit positions of power. Trust along with credibility reinforce charisma.

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### Charismatic Leadership Model

Charismatic Leadership Model suggests that performance and openness when combined at extraordinary levels helps leaders build charisma, with the power to draw, mesmerize, inspire and influence individuals.



Other leadership models such as performance leadership model considered earlier and people oriented and connected leadership models to be considered in the ensuing lectures positively impact the charismatic leadership model. However, the factors of self-sacrifice, self-evaluation, self-correction and self-atonement are unique to charismatic leadership model.



What is the charismatic leadership model that I would propose? My model suggests that performance and openness when combined at extraordinary levels helps leaders build charisma, with the power to draw, mesmerize, inspire and influence individuals.

So, the outstanding performance could be interpreted in terms of visionary performance, transformational performance, trustworthy performance, credibility, connecting performance and successful in terms of results. And the extraordinary openness is seen in terms of self-sacrifice, self-evaluation, self-correction, and self-atonement. Together, these two clusters of factors lead to charisma. Exceptional power to draw, mesmerize, inspire and influence people.

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ensuing lectures positively impact the charismatic leadership model. However, the factors of self-sacrifice, self-evaluation, self-correction, and self-atonement are indeed unique to the charismatic leadership model.

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**Organizational Implications**

Charismatic leadership is not essential to leadership success and organizational success but charismatic leaders certainly build iconic firms. The difference between 'good' and 'great' in terms of leadership could be a few select factors – charisma is certainly one of these.



 <p>Infosys as the Indian IT bellwether under Narayana Murthy</p>	 <p>Microsoft as the software giant under Bill Gates</p>
 <p>Tata Group as India's global conglomerate under Ratan Tata</p>	 <p>Bose as the pure audio synthesiser under Amar Bose</p>
 <p>Panasonic as the electronics pioneer under Matsushita</p>	 <p>Apple as the iconic innovator under Steve Jobs</p>

The above examples, and scores of other firms led by leaders of varying levels of charisma illustrate the fact that charismatic leaders build typically iconic firms.



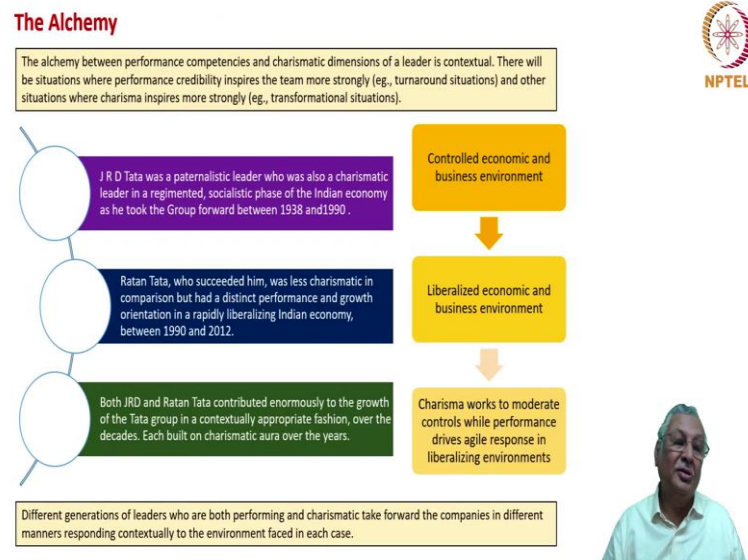
The organizational implications of charismatic leadership are many and long lasting. While I said that charismatic leadership is not essential to leadership success as well as organizational success, I would like to highlight that charismatic leaders certainly build iconic firms.

They lay the foundation for corporate perpetuity and corporate longevity. The difference between good and great in terms of leadership could be a few select factors and certainly charisma is one of these.

Infosys as the Indian IT bellwether under Narayana Murthy – a charismatic leader who ensured charisma for the organization itself, Tata group as India's global conglomerate under Ratan Tata – another iconic charismatic leader. Panasonic as the electronic pioneer under Matsushita san; Microsoft as the software giant under Bill Gates; Bose as the pure audio synthesizer under Amar Bose. Apple as the iconic innovator under Steve Jobs. You can see that all of these leaders have undoubtedly high levels of charisma which shaped their organizations to super success.

The above examples and scores of other firms led by leaders of varying levels of charisma illustrate the fact that charismatic leaders build typically iconic firms.

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What is the alchemy? The alchemy between performance competencies and charismatic dimensions of a leader is contextual. There will be situations where performance credibility inspires the team more strongly.

Example turnaround situations, as a leader succeeds in turning around the company and as low hanging fruits followed by high hanging fruits become available to see the turnaround performance, the team gets mesmerized by the leader who has provided such kind of direction, and such kind of execution and a charismatic personality develops around that leader.

So, in turnaround situations, similarly in other situations where charisma inspires more strongly such as transformational situations as well, the ability of the leader to turn in a complete change from what has been the status quo until then marks a big difference in terms of the people's perception of the leader.

J R D Tata was a paternalistic leader who was also a charismatic leader in a regimented, socialistic phase of the Indian economy, as he took the group forward between 1938 and 1990. Ratan Tata who succeeded him was less charismatic in comparison at that point of

time, but had a distinct performance and growth orientation in a rapidly liberalizing Indian economy between 1990 and 2012.

Both J R D and Ratan Tata contributed enormously to the growth of the Tata Group in a contextually appropriate fashion over the decades. Each built on charismatic aura over the years. So, if you have controlled economic and business environment, it does not mean that charisma cannot lead the organization. In fact, it could to a greater extent.

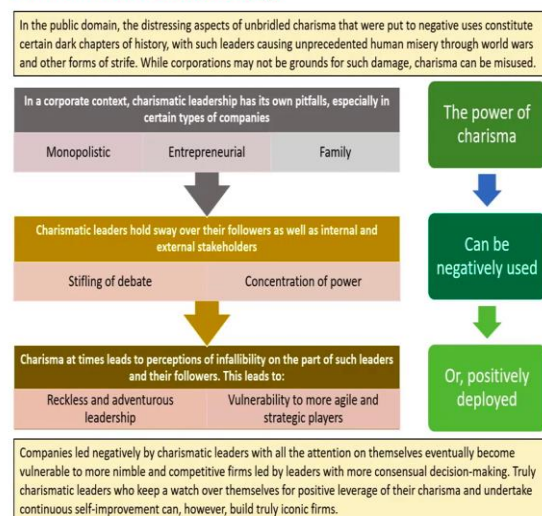
Similarly, when you have liberalized economic and business environment too, charisma becomes useful in enhancing the bandwidth that is available for leadership to make changes, make transformations. Charisma works to moderate controls while performance strives agile response in liberalizing environments.

Different generations of leaders who are both performing and charismatic take forward the companies in different manners responding to the environment faced in each case contextually. I would emphasize this. This is important because a high performance company led by a charismatic leader would be in a position to achieve a few more things than the high performance company which does not have a charismatic leader.

The difference between charisma and charisma with high performance is in terms of the alchemy the two factors have in them together.

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### Charisma Needs Positive Leverage



Charisma also needs positive leverage. In the public domain, the distressing aspects of unbridled charisma that were put to negative uses constitute certain dark chapters of history we are aware of such leaders who caused unprecedented human misery through world wars and other forms of strife. While corporations may not be grounds for such damage due to negative use of charisma, still charisma can be misused.

In a corporate context, charismatic leadership has its own pitfalls especially in certain types of companies – monopolistic companies, entrepreneurial companies, and family driven companies. Charismatic leader's holds sway over their followers as well as internal and external stakeholders, and that would lead to stifling of debate and concentration of power, again not good factors for progress of company on a sustainable basis.

Charisma at times leads to prescriptions and perceptions of infallibility on the part of such leaders and their followers. This leads to reckless and adventurous leadership, vulnerability to more agile and strategic players. As I said the power of charisma can be positively used and can also be negatively used. We have to be very clear as leaders on the positive deployment of charisma.

Companies which are led by negative charismatic leaders who have all the attention on themselves eventually become vulnerable to more nimble and competitive firms which are led by leaders with more consensual decision making who were also charismatic.

Truly charismatic leaders who keep a watch over themselves for positively leverage of their charisma and undertake continuous self-improvement can, however, build truly iconic firms. So, it is important for a leader to understand his or her own charisma and use it positively and productively.

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### Discovering Charisma

While truly charismatic leaders could be few and far in between, it pays for every competent individual to discover the charismatic components one is blessed with and to work on them. At a genetic level, these could be the physical personality and the mental intellect. The two factors influence charisma to a great extent.

However, as individuals evolve they tend to acquire certain unique attributes and competencies that could make them more charismatic than others.

Leaders must utilize these unique attributes to connect with others and help their teams succeed in shared goals.

As a leader's canvas expands in line with his or her upward movement in the organization, the charisma also grows with the leader.

Charisma does not mean or require rabble-raising or awe-inspiring speeches, delivered with the full force and power of the leader—rather, it involves listening to the multitudes of people with connectivity and feeling the pulse of the organization and society for the leader to be able to respond with focus and empathy.

Differentiated value systems  
↓  
Mesmerizing communication skills  
↓  
Focused execution abilities  
↓  
Multi-faceted conceptual capabilities



How does one discover charisma? While truly charismatic leaders could be few and far in between, it pays for every competent individual to discover the charismatic components one is blessed with and to work on them. At a genetic level, this could be the physical personality and the mental faculty or intellect.

These two factors influence charisma to a great extent. However, as individuals evolve they tend to acquire certain unique attributes and competencies that would make them more charismatic than others. Leaders must utilize these unique attributes to connect with others and help their teams succeed in shared goals that is the responsibility of a charismatic leader.

As a leader's canvas expands in line with his or her movement in the organization, the charisma also grows with the leader. So, if the leader has differentiated value systems, he has got mesmerized communication skills, he is differentiated by focused execution abilities and demonstrates multi-faceted conceptual capabilities, charisma only enhances over a period relentlessly.

Charisma does not mean or require rabble-raising, or awe-inspiring speeches, delivered with full force and power of the leader, no, a soft spoken, an affable, a soft spoken and an affable leader can also be charismatic. Charisma also involves, therefore, listening to the multitudes of people with connectivity and feeling the pulse of the organization and society for the charismatic leader to be able to respond with focus and empathy.

Charisma is something which is not related to the personality type. Charisma is a special quality that any type of leader can process, but for some types of leaders they need to moderate some of their aggressive and task oriented components to be able to become charismatic and leaders who are loved by one and all.

But at the same time, trying to be extremely people oriented without any performance orientation does not add any extra charisma to the leaders. So, charisma, therefore, should be seen as a special equality the understanding of which is fundamental for a leader to develop it further and also to deploy it more meaningfully.

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### Promise Vs. Performance

Fundamentally, people are attracted to leaders by promises, but leaders are eventually judged by their performance. The balance between promise, performance and charisma tends to be contextual.



This explains why entrepreneurial firms on rapid scale-up mode, troubled firms facing turnaround situations and conglomerates with several thousands of employees are drawn to charismatic leadership, especially.

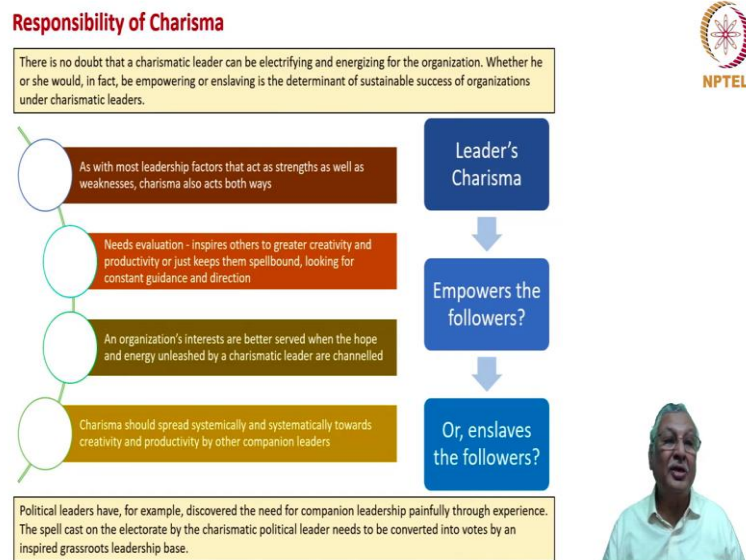


Promise versus performance is another important aspect of establishing charisma. Fundamentally, people are attracted to leaders by promises, but leaders are eventually judged by their performance. The balance between promise, performance and charisma tends to be contextual. Charismatic leadership works to different levels of effectiveness in different settings.

Leaders on the shop floor and in the market place ideally need a charismatic personality to convey their messages with the required degree of impact and homogeneity. It is perhaps less relevant and even less appropriate, to rely on charisma when leading a competent peer group or intellectually driven subject matter experts. There are certain research findings that suggest that a group of extroverted subjects are, rather surprisingly, led better by an introverted leader, and vice versa.

Charisma works whether the groups are homogeneous or heterogeneous, whether they are extroverted or introverted. This explains why entrepreneur firms on rapid scale up mode troubled firms facing turnaround situations and conglomerates with several thousands of employees are drawn to charismatic leadership, especially and also in a natural way.

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Charisma carries lot of responsibility along with it. There is no doubt that a charismatic leader can be electrifying and energizing for the organization. Whether he or she would, in fact, be empowering or enslaving with the kind of charisma the leader possesses is the determinant of sustainable success of organizations under charismatic leaders.

It is within the leader's capability to utilize his charisma in an empowering way or in an enslaving way, and that would make the difference for an organizational capability and morale as well as cultural system. And as with most leadership factors that act as strengths as well as weaknesses, charisma also can act both ways. Charisma needs evaluation – it inspires others to greater creativity and productivity or just keeps them spellbound, looking for constant guidance and direction.

So, charisma as exercised by the leader should be evaluated, is it inspiring others to greater creativity and performance, or it is just keeping them spell bound, looking for constant guidance and direction. The former is the kind of charisma and its deployment that the leader and the organization must have. And the later of course, could be soothing

for the nerves of the organization, but certainly not something which could make the organization a super successful organization.

An organization's interests are better served when they hope and energy unleashed by charismatic leader or channeled productively. Charisma should spread systematically and systemically towards creativity and productivity by other companion leaders. It is not enough if you have only one charismatic leader in an organization, the charismatic leader's charisma must need to be spread by other companion leaders.

Political leaders have, for example, discovered the need for companion leadership painfully through experience. This spell cast on the electorate by the charismatic political leader needs to be converted into votes by inspired grassroots leadership base. When we have founders, who also have cofounders. It is not merely the complementarity of skills or the pooling of resources that defines such cofounding phenomenal.

It also gets defined by the companion charismatic leadership that becomes available when founders and cofounders get together to launch or develop a company. So, the leader has to be very careful, does my charisma empower the followers or does it enslave the followers. This requires lot of self-enlightened leadership.

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**Responsibility of Charisma**

The charismatic leader has yet another responsibility—he or she needs to be equally charismatic when leading large gatherings, managing small teams, or interacting individually.

The elements of charisma may vary across the three settings but the core characteristic of leading based on the leader's unique differentiators, listening with empathy and responding with assurance would remain the same.

One can only think of Mahatma Gandhi again in this respect.

- Mahatma Gandhi displayed unflinching and unwavering charisma across widely varying situations
- whether one of inspiring the great Indian masses
- Debating within the Indian National Congress leadership team, or
- Negotiating with adversaries such as Winston Churchill or Jinnah

Charisma works

With masses as well as teams

With collaborators as well as adversaries

Leaders have a great responsibility to recognize the power and accountability that comes with charisma they possess and radiate. Great leaders use their charisma for positive and productive results.



Responsibility of charisma. The charismatic leader has yet another responsibility. He or she needs to be equally charismatic when leading large gatherings, managing small



teams, or interacting individually. He or she needs to be equally charismatic irrespective of the type of context the company or the organization is facing.

The elements of charisma may vary across the three settings that is large gathering, small team, or individual setting, but the core characteristic of leading based on the leader's unique differentiators listening with empathy and responding with assurance would remain the same.

One can only think of Mahatma Gandhi again. Mahatma Gandhi displayed unflinching an unwavering charisma across widely varying situations, the situation could be one of inspiring the great Indian masses through the walkathons he did endlessly. It could be debating within the Indian national congress leadership team.

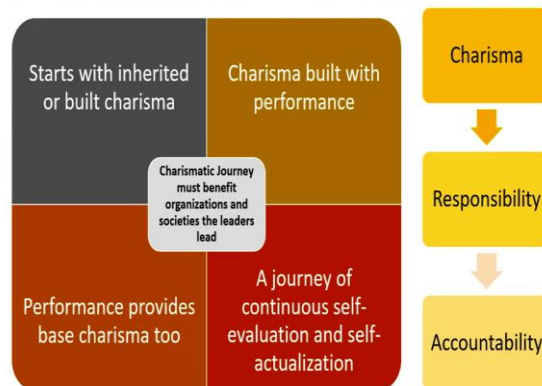
Or it could be negotiating with adversaries such as Winston Churchill or Jinnah. Under all these circumstances, Mahatma Gandhi displayed unflinching and unwavering charisma, and they were applicable under all circumstances.

Charisma works with masses as well as teams, with collaborators as well as adversaries. Leaders have a great responsibility to recognize the power and accountability that comes with charisma they possess and radiate, great users use their charisma for positive and productive results.

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### Lasting Charisma

Charisma that is built on competencies and values, and reinforced by empathy and responsiveness tends to be invigorating and empowering for individuals, teams and organizations.



Charismatic leaders face the greatest temptation to enslave their teams, which they must resolutely avoid—they also have the greatest opportunity to empower their teams, which they must firmly grasp.



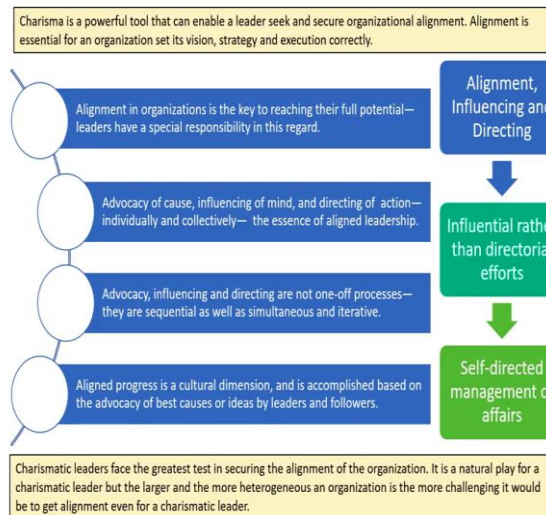
How do we make charisma a lasting phenomenon? Charismatic journey must benefit organizations and societies the leaders lead. Given that charisma is built on competencies and values and can be reinforced by empathy and responsiveness, there is an invigorating and empowering framework for individuals, teams and organizations to adopt charismatic leadership and followership of charismatic leadership.

But to be able to do that, one must appreciate that charisma comes with both responsibility and accountability. The journey of charisma starts with inherited or built charisma. Then charisma gets built based on performance. At times performance provides base charisma too, when a leader does not have an inherited or built charisma.

A journey of continuous self-evaluation and self-actualization enhances the level of charisma in the leader. Charismatic leaders face the greatest temptation to enslave their teams, which they must resolutely and absolutely avoid – they also have the greatest opportunity to empower their teams, which they must firmly and unrelentingly grasp that is the important aspect of charisma.

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### Charisma and Alignment



Having done this much of discussion on charisma, I also would like to take you through another aspect of charisma in actual practice that is alignment, influencing, and directing which I call an AID sub model within the charismatic leadership model. Charisma is a powerful tool that can enable a leader seek and secure organizational achievement through alignment.

Alignment is essential for an organization set its vision strategy and execution correctly. Alignment in organizations is the key to reaching their full potential – leaders have a special responsibility in this regard. Advocacy of cause, influencing of mind, and directing of action – individually and collectively that is the essence of aligned leadership. Advocacy influencing and directing are not one of process – they are sequential as well as simultaneous and iterative.

Aligned progress is a cultural dimension, and is accomplished based on the advocacy of best causes or ideas by leaders and followers. Alignment influencing and directing are the logical outcomes of a charismatic leadership model. The alignment must be come through influencing rather than through directing.

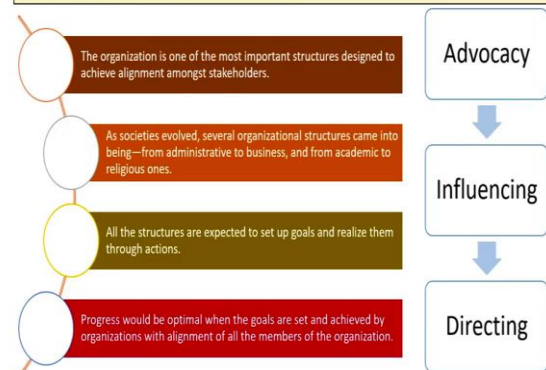
However, directing itself is a necessary part of leadership, but we should encourage through this charismatic leadership model as much possible self-directed management in organizations. Charismatic leaders face the greatest test in securing the element of the organization.

It is a natural play for a charismatic leader but the larger and the more heterogeneous an organization is the more challenging it would be to get alignment even for a charismatic leader. That is why we require this model of alignment, influencing, and directing as a systematic and institutionalized extension of the charismatic leadership.

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### Organization over Individual

The human race, by and large, is genetically programmed to keep the interests of its self ahead of satisfying the interests of the society. Fortunately, civilization has devised, over the centuries, structures and processes to achieve alignment between social and individual interests.



Several leadership and managerial processes have been designed and practised to achieve aligned progress. Yet, a successful model to achieve aligned progress could be surprisingly simple in its theory but quite complex in practice.



The essence of this model is that organization stands tall over individual. The human race by and large is genetically programmed to keep the interests of itself ahead of satisfying the interest of the society. Fortunately, civilization has devised, over the centuries, several structures and process to achieve alignment between social and individual interest.

The organization is one of the most important structures designed to achieve alignment amongst stakeholders, whether it is through departmentation or inter departmental communication and collaboration, or through the vertical hierarchy the structure tries to achieve alignment amongst the various stakeholders.

Similarly, when the organization has got several forums to deal with the external stakeholders, alignment is sought to be developed through such forums. As societies evolved, several organizational structures came into being – from administrative to business and from academic to religious ones.

All the structures are expected to set up goals and realize them through actions. Progress would be optimal when the goals are set and achieved by organizations with alignment of all the members of the organization. Several leadership models have been designed and several leadership and management process have been put in place to achieve aligned progress.

Yet, a successful model to achieve aligned progress could be surprisingly simple in its theory, but quite complex in practice. Because if you look at only the three elements – advocacy, influencing, and directing, they look pretty simple to accomplish, but when you try to do that it becomes more complex and more challenging.

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### Advocacy-Influencing-Directing

Advocacy, influencing and directing are proposed as the three core components of the aligned progress model that needs to be pursued by organizational leaders. Interestingly, all the three are facets and forms of communication, each of which requires not only a different skill but, even more so, results from a personality type.

The advocacy-influencing-directing (AID) leadership communication model is a three-step sequential yet iterative process that enables leaders to accomplish aligned progress of their organizations.

Advocacy is the ability to argue a public cause or an individual view that could qualify as a public cause.

Influencing is the ability to steer a person or group of persons to a desired view.



Clearly, advocacy is a prerequisite for influencing, which is, in turn, a prerequisite for directing.

Directing is the ability to make people execute as per the agreed thought.

When all the three factors take effect in a seamless and aligned manner, exemplary progress tends to be an automatic result. Interestingly, each of the three components has different shades of interpretation and execution.



The model of advocacy, influencing, and directing as proposed by me has these three components as a part of an aligned progress model. It needs to be pursued by organizational leaders with full consciousness of the importance of the three elements.

All the three are facets and forms of communication. Each of which requires not only a different skill, but even more so, results from a personality type. The advocacy-influencing-directing leadership communication model is a three-step sequential yet iterative process that enables leaders to accomplish aligned progress of their organization.

It is very difficult to say whether influencing starts first, or directing people to get together starts first, or advocacy starts first in terms of getting the model off to a start. Let us look at the definitions of each of these elements. Advocacy is the ability to argue a public cause or an individual view that could qualify as a public cause.

When you advocate something it is not just your selfish motive. When you advocate something, it is a cause broader than a motive related to the individual; it is related to the department, it is related to the customer, it is basically related to a cause. Influencing is the ability to steer a person or group of persons to a desired view. Directing is ability to make people execute as per the agreed thought. Clearly advocacy is a prerequisite for influencing which in turn is a prerequisite for directing.

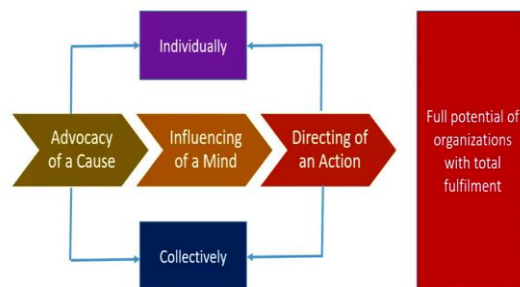
That is without advocating a point of view you cannot influence people to that point of view; and without advocating and influencing a point of view, you cannot also direct people to execute that point of view.

When all these three factors take effect in a seamless and aligned manner, exemplary progress tends to be an automatic result for the organizations. However, interestingly each of these three components has different shades of interpretation and execution. Let us consider some of them.

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### Aligned Leadership Model

Advocacy, Influencing and Directing need to work individually and collectively within an organization so that the full potential of the organization is realized. Charismatic leaders are well-positioned to undertake this.



Advocacy-Influencing-Directing is a chain that corresponds to the Cause-Mind-Action chain. Advocacy requires a cause that satisfies the test of logic and rationality and can lend itself to action. Charisma adds the required emotive element to the combination.



Advocacy, influencing and directing need to work individually and collectively within an organization so that the full potential of the organization is realized as I said, and only charismatic leaders are the best position ones to undertake this. So, the graphic for this advocacy of a cause leads to influencing of mind and leads to directing of an action.

This could be done individually as well as collectively. And this results in achievement of full potential of organizations with total fulfillment. It is a chain that corresponds to the cause-mind-action chain. Advocacy corresponds to cause; influencing corresponds to mind; directing corresponds to action.

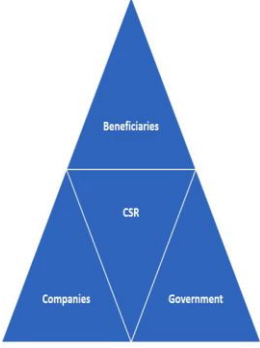
So, it is a cause- mind-action chain. You are trying to trigger for enablement through the advocacy-influencing-directing sub model. Advocacy always requires a cause that

satisfies the test of logic and rationality, and can lend itself to action. Charisma adds the required emotive element to the combination.

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**Advocacy**

Advocacy is the espousal of a public cause for a definitive positive judgement. The courts of law and the judicial system are the primary areas of advocacy. In the context of social or business organizations, however, advocacy works two ways. It requires private acceptance of public causes as well as public acceptance of private causes.





Corporate Social Responsibility (CSR) as mandated by the Companies Act 2013 in India, or CSR as otherwise commonly understood, is a positive public cause.

That said, how the agencies of government interpret CSR and how the business organizations perceive their own responsibility towards CSR require advocacy.

This is a classic case of a well-accepted public cause requiring private or individual advocacy to gain traction.

Major decisions like setting up of a manufacturing plant, building of a headquarters campus or location of a new capital city are examples requiring advocacy of a private or a public cause from multiple angles. However well-merited a private or public cause is, it triggers and requires advocacy with multiple stakeholders in relevant forms.



Let us look at advocacy in greater detail. Advocacy is the espousal of a public cause for a definitive positive judgment. The courts of law and the judicial system are the primary areas of advocacy, and we are well aware of that. In the context of social or business organizations, however, advocacy works two ways.

It requires private acceptance of public causes as well as public acceptance of private causes. Both are required. The beneficiaries – the companies, the government, or the stakeholders, for a corporate social responsibility initiative. Corporate social responsibility as mandated by the Company's Act 2013 in India or CSR as otherwise commonly understood is a positive public cause.

However, the agencies of the government and the business organizations themselves have to interpret CSR in a dynamic context, and perceive their own responsibility towards CSR, and ensure that such causes require advocacy. When CSR was initiated, it was not covering research and development or innovation.

Now, that is getting covered because people understood that the greater the innovation level in our country, the greater possibly would be the benefit level for the bottom of the pyramid. In such a manner, we can always expand the scope of causes that require

advocacy. This is an example of a well-accepted public cause requiring private or individual advocacy to gain traction.

There could also be a situation where a gated community exists and a large mango grove or tree grove exists next to the gated community. And if something is supposed to be or planned to be established in that grove, there is an ecological concern. That ecological concern may be first felt by the gated community as a private cause.

That private cause needs to be advocated in public forums, and public acceptance and even the governmental acceptance of this private causes is required. So, that the environmental empathy of the public-private, governmental-private system is established, that is the requirement and the power of advocacy.

Major decisions like setting up a manufacturing plant, building of a headquarters campus or location of a new capital city are examples that require advocacy of a private cause or a public cause from multiple angles. However, well-merited a private or public cause is, it triggers and requires advocacy with multiple stake holders in relevant forms.

Because plurality is the substance of democracy fundamentally. People are expected to be plural in a solid and sound democracy that does not mean that the people cannot be and should not be aligned. It only means that all viewpoints must be taken into account before taking an aligned action. And the element that makes this possible is advocacy.

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Advocacy is very strong in entrepreneurship. Entrepreneurship is a supreme example of advocacy. An entrepreneur who generally has no more than idea or technology to start with has multiple stakeholder groups with whom he has to advocate. It starts with the family members.

The entrepreneur must justify to the family members. Why he or she is choosing to go the entrepreneurial way and not only justification, passionately the entrepreneur should be able to inspire them to support the entrepreneurship idea. Then the entrepreneur needs to work with the cofounders and professionals advocating the cause that he is taking up as part of the entrepreneurial drive.

Then investors and lenders come in. They need to be advocated for. Governments need took step in at some point of time in the entrepreneur journey, that could be for taking approvals or for getting certain benefits and grants to make sure that the entrepreneur is able to utilize the positive incentives provided by the government.

Then vendors and channel partners come in. And customers come in towards the prototype development or during the solution development phase itself. In all, the entrepreneur should be able to advocate his cause with so many diverse stakeholder groups.

The way it works, therefore, is as follows. An entrepreneur who has an innovative technical idea or a viable business idea needs to mount an advocacy campaign at multiple levels. I am aware of an entrepreneur who wanted to set up a pharmaceutical company.

And he went to the houses of individual leaders whom he wanted to bring in as either cofounders or as top level leaders into the company. He did not mind going to their houses and pleading with them by advocating their cause, that is the passion which an entrepreneur displays in advocacy.

This advocacy with cofounders and professionals is essential to build the leadership and management team as the nucleus of the project. Then together with the cofounders and key professionals going to the investors and lenders to attract the resources is the next step. Similarly, making presentations to the governments to secure the necessary approvals is another important step.

If an entrepreneur is developing several COVID 19 mitigating devices and other accompaniments, or accessories, the entrepreneur could go to the government agencies including ICMR and other agencies such as Niti Aayog to advocate the cause that this startup must be supported because of the widespread social benefit that could accrue.



Then advocating with vendors and channel partners to provide certain preferential support is one aspect of the entrepreneurship. And also because the startup volumes are low, getting them to agree to be a part of a value chain itself requires advocacy and with customers to establish a value proposition.

And even more fundamentally as I said with his or her own family members to become an entrepreneur. The strength of advocacy of an individual viewpoint into wider public consensus is the core of entrepreneurship. Successful entrepreneurs are charismatic and passionate advocates of the environmental cause they espouse.

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**Advocacy in Public Affairs**

Public affairs are a prime area for advocacy. Economic and social proposals and behaviours involve larger groups of people. At times even societies and nations, require multiple advocates and multiple forms of advocacy.



Public utilities are required to advocate why the tariffs they charge are reasonable and necessary

Governments and firms need to advocate the environmental impact of new industrial undertakings

River water projects and various such projects of national importance require public advocacy


Covid-19 Advocacy

Social Distancing

Hand Hygiene

Home Isolation

Even in established organizations, the 'command and control' approach needs to be replaced by an 'advocate and influence' approach if the multiple intellectual views are to be harnessed for the best possible outcomes. With advocacy comes the next step of influencing.



How does advocacy work in public affairs? I would say that public affairs are a prime area for advocacy. Public matters cannot be done only by rules, procedures, or guidance documents. They happen by advocacy. Economic and social proposals and behaviours involve larger groups of people. At times, even societies and nations; require multiple advocates and multiple forms of advocacy.

Public utilities are required to advocate why the tariffs they charge are reasonable and necessary that is why companies provide those discussion papers in advance. SEBI, whenever it makes a change to the stock market administration procedures, it floats a discussion paper. So, that people can provide their inputs.

It also requires advocacy along with that seeking inputs. If the paper has been done by a particular committee, that committee should advocate why the committee has taken the kind of recommendatory approach that it has taken that is the full power of advocacy.

Governments and firms need to advocate the environmental impact of new industrial undertakings how the benefits may outweigh the negatives that could exist in terms of land acquisition or inundation that could happen to certain villages. So, governments and firms need to advocate the environmental impact of new industrial undertakings with a balanced approach. River water projects and various such projects of natural importance require public advocacy.

Even established organizations, where the command and control approach has been there need to understand that they need to replace it sooner than later with an advocate and influence approach if the multiple intellectual views that exist are to be harnessed for the best possible outcome. With advocacy comes always the next step of influencing.

How the COVID-19 lock down has been advocated is something which we have all experienced. And the advocacy came through multiple media sources. We had COVID-19 advocacy in terms of social distancing, hand hygiene, wearing of mask, home isolation, and so on. So, the advocacy is always very important in matters of public interest.

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## Influencing

Language being what it is, the word 'influencing' evokes both positive and negative connotations, often caused by the interpretative mindsets of the direct and indirect participants, and observers of the communication process.

The AID model requires that all influencing shall be towards positive and progressive ends.

Influencing is the way of getting an important constituent to accept the proposed viewpoint.

influencing cannot occur without advocacy. Powerful and cogent adequacy makes the job of influencing easy but not necessarily automatic.

A public cause such as CSR becomes an individual leadership or business cause when the outcomes impact the individual leader or the business in some manner like, CSR in community education improving the quality of people a firm can hire from the local community

A committee constituted to select a new capital has a better chance of obtaining legislative concurrence if it also has the powers to recommend financial devaluation for the recommended capital, both the recommendations being based on economic logic.

If those advocating for a cause have certain powers to help the cause based on merits, the process of influencing will be effective. Charisma of a leader could be the most powerful influencer that a leader can possess.



Let us move now to influencing. Language being what it is, the word influencing at times evokes both positive and negative connotations, often caused by the interpretative mindsets of the direct and indirect participants, and observers of the communication process. The AID model requires that all influencing shall be towards positive and progressive ends. The AID model will fail if influencing is motivated and is directed towards negative ends.

We assume that influence is the way of getting an important constituent to accept a proposed viewpoint based on positive considerations, and based on positive balance of benefits and cause. Influencing cannot occur without advocacy. Powerful and cogent adequacy makes the job of influencing easy, but not necessarily automatic.

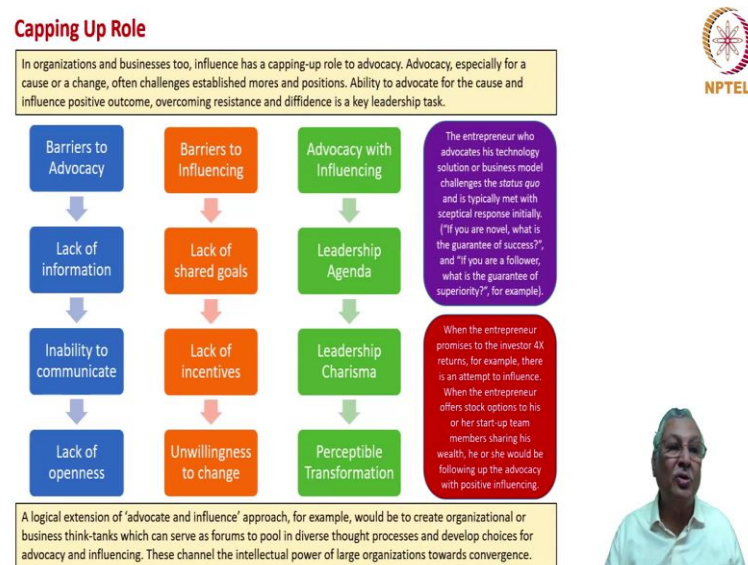
A public cause such as CSR becomes an individual leadership or business cause when the outcomes impact the individual leader or the business in some manner. In the case of CSR, in community education, improving the quality of people, a firm can hire from the local community is a cause and that cause can be advocated. And it becomes an influential parameter based on the advocacy.

A committee constituted to select a new capital has a better chance of obtaining legislative concurrence if it also has certain powers to recommend financial devaluation for the recommended capital, both the recommendations being based on economic logic.

The leaders who are advocating or the individuals who are advocating a particular cause should also have certain powers that could help the cause based on merits.

And the process of influencing then becomes easier and more effective. If the leaders who advocate, and if the leaders who influence are completely different sets of individuals, then it becomes difficult to have the alignment, influencing, and directing model work properly. Charisma of a leader could be the most powerful influencer that leader can process in this process of influencing.

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Let us see the capping up role. In organizations and businesses too, influence has a capping-up role to advocacy. Advocacy especially for a cause or a change, often challenges established mores and positions. Ability to advocate for the cause and influence positive outcome, overcoming resistance and diffidence is a key leadership task.

Let us see the barriers to advocacy. Lack of information is one barrier; inability to communicate is another barrier. And lack of openness on the part of the person who is communicating and also on the part of people who are listening, these could be the barriers to advocacy. What are the barriers to influencing? Lack of shared goals that is the advocacy has not brought out any goals that could be shared by the large population.

Lack of incentives, and unwillingness to change. When you have advocacy with influencing there will be a very specific leadership agenda it will be brought out through leadership charisma, and there would be perceptible transformation that could be imagined, visualized, or even seen.

The entrepreneur who advocates his technology solution or business model challenges the status quo and is typically met with skeptical response initially. If you are novel, what is the guarantee of success? And if you are a follower, what is the guarantee of superiority? So, either way the entrepreneur takes the wrong end of the question, but he has in it to convert that wrong end into the right end by the way he advocates and by the way he influences the questioning authority.

When the entrepreneur promises to the investor 4x returns, for example, there is an attempt to influence.

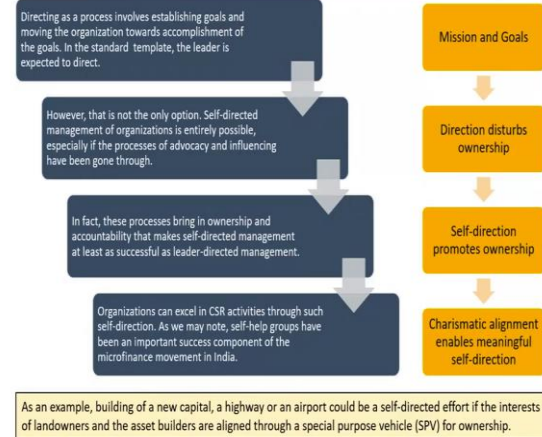
When the entrepreneur offers stock options to his or her startup team members sharing his wealth, he or she would be following up the advocacy with positive influencing. But let us keep in mind that without advocacy these kinds of incentives and promises of returns would not fail. You need to have fundamentally advocacy of a cause which connects with the listeners in a rational and emotive manner.

A logical extension of advocate and influence approach, for example, would be to create organization or business think-tanks which can serve as forums to pool in diverse thought processes and develop choices for advocating and influencing. These channel the intellectual power of large organizations towards convergence of ideas convergence of actions.

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### Directing Vs. Self-directing

At the end of, and oftentimes as part of, advocacy and influencing processes, the need for directing is inevitable. Directing as a process involves establishing goals and moving the organization towards accomplishment of goals. Directing must be seen as an extension of charismatic guidance towards a goal.



We talked about the third part of self-directed groups as part of aligned, influenced and directed leadership model. At the end of, and often times as part of, advocacy and influencing process, the need for directing is inevitable. Directing should not be seen as extreme task orientation.

Directing is a process that involves establishing goals and moving the organization towards accomplishment of goals. Directing must be seen as an extension of charismatic guidance towards a goal. It is not ordering; it is not forcing that is an important distinction that should be kept in mind.

Directing as a process involves establishing goals and moving the organization towards accomplishment of the goals. In the standard template, the leader is expected to direct. However, that is not the only option. Self-directed management of organizations is entirely possible, especially if the process of advocacy and influencing have been gone through in a right manner.

In fact, these processes by themselves bring in lot of ownership and accountability that makes self-directed management at least as successful as leader-directed management. Leader-directed management on a standalone basis may not be as successful as self-directed management which has got prior advocacy and prior influencing as part of the processes because those provide ownership and accountability in the large follower group.

Organizations can excel in CSR activities through such self-direction. As we may note, self-help groups have been an important success components of the micro finance movement in India. So, if you have mission and goals which are very clear, and if the direction disturbs ownership, there could also be the contra that self-direction promotes ownership, charismatic alignment enables meaningful self-direction.

Mission and goals as well as execution plans are part of any organization. If the mission, goal and execution framework is imposed by direction, it disturbs ownership of the organization. Ownership in the sense that not the promoter ownership, it serves the ownership of the individuals in accepting the mission and goals and executing on the action plans.

On the other hand, if the organization is inspired in terms of advocacy of the cause and alignment towards the shared goals, and they are influenced in a positive manner, there would be ownership of the mission, goals and action plans that results in self-direction.

Charismatic alignments therefore enable meaningful self-direction. As an example, building of a new capital, a highway or an airport could be a self-directed effort if the interest of landowners and the asset builders are aligned through a special purpose vehicle for ownership.

So, whatever be the level of qualitative understanding of the leadership, it is also possible to establish a structural reality a quantitative performance goal for such emotive understanding of leadership that is what this particular proposition makes.



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### Sceptic Filter

In organized businesses, managements and leaderships find it difficult to strike the right balance between decentralization and centralization (self-direction and command-direction, correspondingly).



The combined power of advocacy and influencing is the tool that leaders have in their possession to eliminate sceptical barriers. This process is done more effectively by charismatic leaders.



There will always be sceptics. In organized businesses management and leaderships find it difficult to strike the right balance between decentralization and centralization, self-direction and command-direction correspondingly.

Sceptics may wonder the need for advocacy and influencing are such other participative concepts if the final need is to direct. This scepticism arises from the inability to appreciate the power of an aligned individual, aligned teams, and ultimately, aligned organizations.

Scepticism is the first barrier to alignment. If left unattended, it will lead to cynicism and eventually result in resistance. These are the barriers and the negative forces which we always face in organizations without proper advocacy and influencing mechanism.

It is important for leaders to demonstrate the power of alignment and proves sceptics wrong. It must be done at the first sign of scepticism. From diffidence grows scepticism, from scepticism grows cynicism, and from cynicism grows resistance. These negative forces must be nipped in the bud in organizations particularly when the organization is looking at positive developments.

The combined power of advocacy and influencing is the tool that leaders have in their possession to eliminate sceptical barriers. This process is done more effectively by charismatic leaders.

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### Self-direction

Truly entrepreneurial entities are self-directed organizations that clock rapid growth on several fronts. This requires certain institutional measures to ensure that self-direction is facilitated.



The AID model of leadership communication would result in aligned progress of organizations, businesses, and societies on a proactive basis.



What are self-directed organizations? Self-directed organizations are organizations which are entrepreneurial in their culture; they clock rapid growth on several fronts. This requires certain institutional measures to ensure that self-direction is facilitated. I propose a four component framework. Truly entrepreneur organizations are passionately aligned, charismatically influenced, and logically directed organizations, that is number one requirement.

Second – large organizations and businesses which have incubators for business ideas and technology solutions, they tend to be self-directed organizations because great ideas are getting incubated towards effective performance through such mechanisms. Successfully incubated ventures should be followed through as full-fledged mainstream businesses that one level of success leads to another level of greater success.

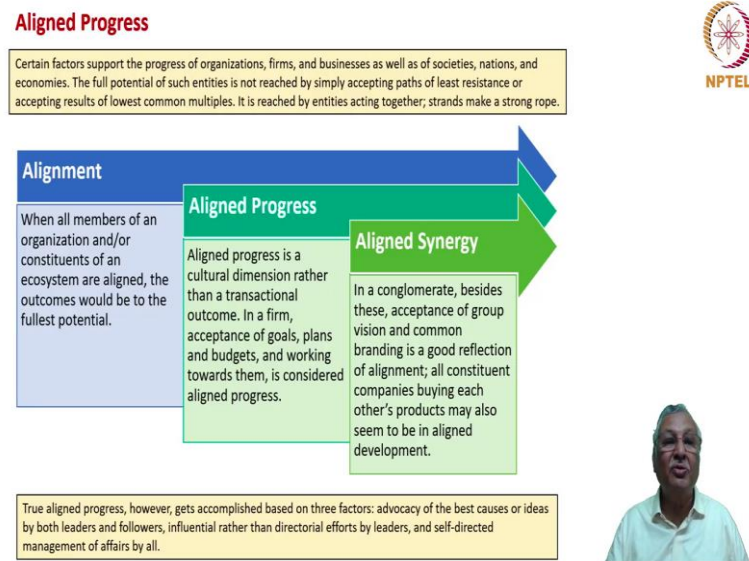
And finally, diversified business structure should be preferred to promote empowerment to a large monolithic structure which constraints empowerment. So, when you have many ideas coming through, you need to have a diversified business structure so that many of such ideas can be effortlessly taken to their final conclusions.

So, you have four types of organizations. We can have empowered organizations within the normal organizational system; we can have entrepreneurial organizations, we can have self-directed organizations, and we can have high performing organizations. If all of these types of organizations are bound together by advocacy, influencing and

meaningful direction by a charismatic leader, then they would become highly self-directed, self-motivated, self-inspired organizations.

The AID model of leadership communication would result in aligned progress of organizations, businesses, and societies on a proactive basis.

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So, how do we achieve aligned progress? Certain factors support the progress of organizations, firms, and businesses as well as of societies, nations, and the economies. The full potential of such entities is not reached by simply accepting paths of least resistance or accepting results of lowest common multiples. The highest performance is achieved by the entities acting together just as several strands make a strong rope.

When all members of an organization and constituents of an ecosystem are aligned, the outcomes would be to the fullest potential. If you do not have external stake holders supporting your proposal to establish a highway, then the implementation gets delayed. Same for a manufacturing plant in a backward region. You need alignment first of all before you start your process of establishing the plan.

Aligned progress is the next step; it is a cultural dimension rather than a transactional dimension. In a firm, acceptance of goals, plans and budgets and working towards them is considered aligned progress. And finally, aligned synergy – in a conglomerate, besides alignment and aligned progress, we need acceptance of common group vision common

branding which is a good reflection of alignment. All constituent companies buying each other's product may also seem to be in aligned development.

True aligned progress, however, gets accomplished based on three factors, what we have been going through in this lecture; advocacy of the best causes or ideas by both leaders and followers; influential rather than directorial efforts by leaders, and self-directed management of affairs by all these three help aligned progress happen.

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### Charismatic Alignment

The concept of the aligned leadership is not necessarily an inversion of the classic pyramid of power—nor is it an abandonment of the concept of organizational pyramid either. It is an all-encompassing effect of charisma that can envelope an entire organization and promote inclusivity.



Charismatic Alignment	Leadership Model	Communication at the Core
Charismatic alignment has the three sides of advocacy, influence, and direction converging into inspirational power for the organization	It is an involved interaction, sequential, simultaneous, and iterative, between the three aspects. The leader at the helm needs to be an advocate, influencer, and director, all rolled into one.	The issues and goals to advocate, the processes and outcomes to influence and the strategies and execution to direct would constitute a holistic competence of communication for the charismatic aligned leadership model.

Several top-notch leaders of India owe their success to the synergy of charisma, advocacy, influence, and direction

Dr. Homi Bhabha for BARC, Dr. R. A. Mashelkar for CSIR, V. Krishnamurthy for Maruti Suzuki, Nandan Nilekani for Infosys, T.V. Sundaram Iyengar for TVS Group and Rahul Bajaj of Bajaj Group are just a few notable examples.



Can we look at some charismatic alignment examples; it is not an inversion of the classic pyramid of power nor is it an abandonment of the concept organizational pyramid either. It is an all encompassing effect of charisma that can envelop an entire organization and promote inclusivity.

Charismatic alignment, advocacy, influence and direction, they converge into an inspirational power for the organization. And the leadership model which is an involved interaction that is sequential, simultaneous, and iterative between the three aspects. And the leader acting in three roles of being an advocate, influencer, and director.

And finally, communication being at the core and center of the charismatic alignment process. The issues and goals to advocate, the process and outcomes to influence, and the strategies and execution to direct, these would constitute a holistic competence of communication for the charismatic aligned leadership model.

Several top-notch leaders of India owe their success to the synergy of charisma, advocacy, influence, and direction. In fact, India owes its success in such institutions led by them. Dr. Homi Bhabha advocated the need for atomic energy. Dr. R. A. Mashelkar the head of CSIR advocated the need for publicly funded research to be at the forefront of newer scientific and technological developments, and also diffusion of such scientific advancements to the broader industry.

V. Krishnamurthy as we saw in earlier lectures advocated the use of technology and sound business management for producing products which the Indian consumers need in large numbers. Nandan Nilekani advocated the need for digital processes in the governance. He was the head of the UID Authority of India, and was the prime force behind Aadhar.

T V Sundaram Iyengar, he advocated, influenced and directed the emergence of the largest automotive components group TVS group in South of India. Rahul Bajaj advocated the emergence of two wheeler manufacture as one of the core aspects of automobile industry development in India.

So, all these stalwart leaders are just a few notable examples of leaders who were charismatic and could influence their organizations based on alignment, influencing and directing. These leaders also ensured advocacy of the causes prior to taking up organizational alignment, and aligned progress in the organizations. With this, we come to the end of this lecture.

Thank you, we will meet in the next lecture.