

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

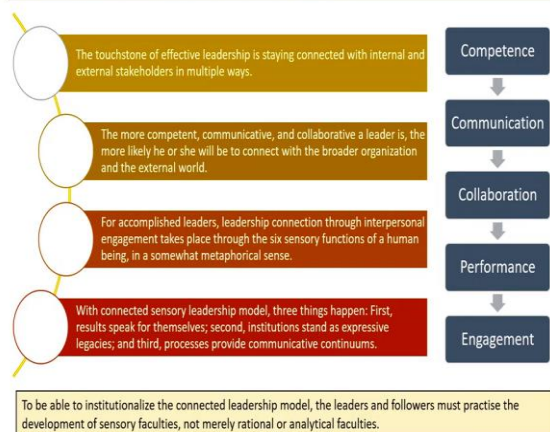
Week - 10
Transformational Leadership Models - 2
Lecture - 50
Connected Leadership Model

Hi Friends, Welcome to the NPTEL course Leadership for India Inc: Practical Concepts and Constructs, we are in week 10 discussing Transformational Leadership Models. In this lecture, we will focus on Connected Leadership Model.

(Refer Slide Time: 00:26)

Connected Leadership

The earlier lectures have focused on several transformational leadership models. This lecture focuses on the importance of successful leaders to stay connected with both internal and external stakeholders – individuals or organizations – to institutionalize the benefits of successful leadership.



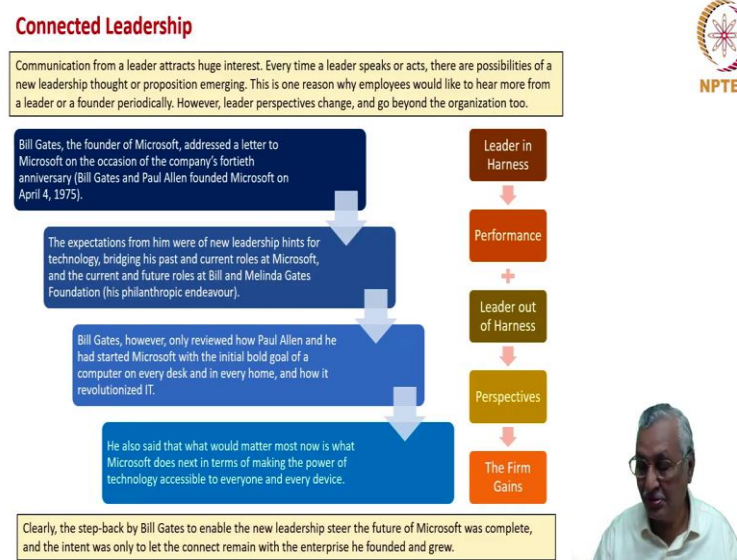
We have focused in the earlier lectures on several transformational leadership models. This lecture focuses on the importance of successful leaders to stay connected with both internal and external stakeholders, whether they are individuals or organizations. This will help institutionalize the benefits of successful leadership.

The touchstone of effective leadership is staying connected with internal and external stakeholders in multiple ways. The more competent, the more communicative and the more collaborative a leader is, the more likely he or she will be able to connect with the broader organization and the external world.

For accomplished leaders, leadership connection through interpersonal engagement takes place through the six sensory functions of a human being, in a somewhat metaphorical sense. With connected sensory leadership model, three things happen: First, results speak for themselves; second, institutions stand as expressive legacies; and third, processes provide communicative continuums.

To be able to institutionalize the connected leadership model, the leaders and followers must practice the development of sensory faculties, not merely rational or analytical faculties. So, competence strengthens communication, together they strengthen collaboration and that leads to performance and that also leads to higher level of engagement with the broader organization.

(Refer Slide Time: 02:01)



Communication from a leader attracts huge interest. Every time a leader speaks or acts, there are possibilities of a new leadership thought or proposition emerging. That is one reason why employees would like to hear more from a leader or a founder periodically and also if possible personally.

However, leader perspectives change, and go beyond the organization too. Bill Gates, the founder of Microsoft, addressed a letter to Microsoft employees on the occasion of the company's fortieth anniversary. Bill Gates and Paul Allen founded Microsoft on April 4, 1975. The expectations from him were of new leadership hints for technology, bridging

his past and current roles at Microsoft and the current and future roles at Bill and Melinda Gates foundation which is his philanthropic endeavour.

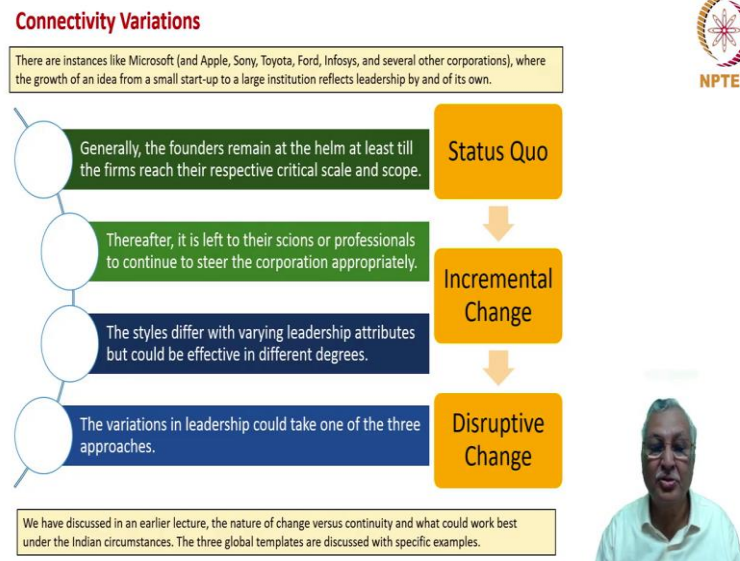
Bill Gates, however, only reviewed how Paul Allen and he had started the Microsoft movement with the initial bold goal of a computer on every desk, and how it revolutionized IT. He also said that what would matter most now is what Microsoft does next in terms of making the power of technology accessible to everyone and every device.

While the message may not have carried out the typical CEO task of establishing a new strategic framework, he did mention the key aspect of Microsoft's core driver, that is technology and how technology needs to be given the pride of place in Microsoft's agenda.

So, that the company could contribute to the development of its own products and services, but also to the entire digital world as a whole. Clearly, this step back by Bill Gates to enable the new leaderships steer the future of Microsoft was complete at that point of time, and the intent was only to let the connect remain with the enterprise he founded and grew through certain core concepts.

But, this is sufficient to demonstrate was that a leader in harness focuses on performance whereas, leader out of harness focuses on perspectives and together the firm gains. So, we need to have leadership that is connected with the larger organization whether in harness or out of harness.

(Refer Slide Time: 04:20)

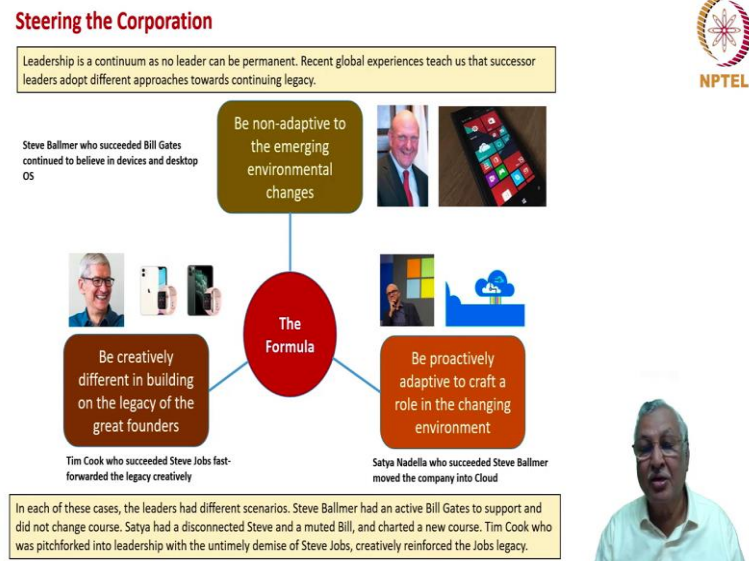


What are the variations in connectivity? There are instances like Microsoft and Apple, Sony, Toyota, Ford, Infosys and several other corporations, where the growth of an idea from a small start-up to a large institution reflects leadership by and of its own. Generally, in such companies the founders remain at the helm at least till the firms reach their respective critical scale and scope.

Thereafter, it is left to their scions or professionals to continue to steer the corporation appropriately. The styles differ with varying leadership attributes but could be effective in different degrees too. The variations in leadership could take one of the three approaches, that is maintain the status quo, achieve incremental change or accomplish disruptive change.

We have discussed in an earlier lecture, the nature of change versus continuity and what could work best under the Indian circumstances. The three global templates are discussed with specific examples here.

(Refer Slide Time: 05:25)



Steering the corporation could be through a strategic template, but leadership plays a great role. Leadership is a continuum as no leader can be permanent. Recent global experiences teach us that successor leaders adopt different approaches towards continuing legacy. We have three formulae here. Steve Ballmer who succeeded Bill Gates continued to believe in devices and desktop OS. He reflected a formula of being non-adaptive to the emerging environmental changes.

It was growth alright, but it was a status quo type of growth. Then came Satya Nadella who succeeded Steve Ballmer and he moved the company resolutely into cloud, the second formula therefore, is be proactively adaptive to craft a role in the changing environment.

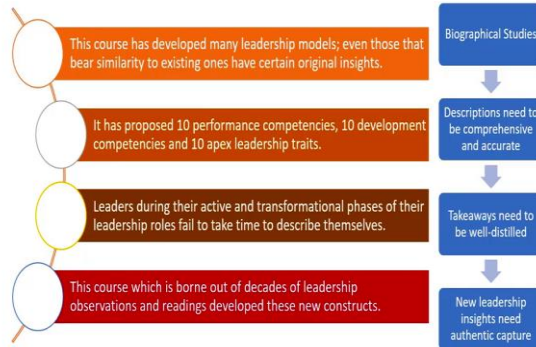
Then we have Tim Cook who succeeded Steve Jobs and he fast forwarded the legacy creatively, his formula was to bring in more of iPhones newer devices such as watch and then take on higher levels of creativity as well as perfection.

His formula was being creatively different in building on the legacy of the great founder. In each of these cases, the leaders had different scenarios. Steve Ballmer had an active Bill Gates to support and did not change course. Satya had a disconnected Steve and a muted Bill, and charted a new course. Tim Cook, who was pitch forked into leadership with the untimely demise of Steve Jobs, creatively reinforced the Jobs legacy.

(Refer Slide Time: 07:00)

The Bridge

Clearly, growth of great institutions offers great leadership lessons. Available literature seeks to force-fit the existing leadership theories onto visible institutional leadership successes. This course has tried to reverse the trend by building new leadership theories based on visible institutional leadership successes.



Leaders like Jack Welch have been very articulate about their leadership styles while in harness. They have also extrapolated their experiences by developing personalized leadership and mentoring platforms after their retirement from active service.



The bridge clearly, growth of great institutions offers great leadership lessons. Available literature seeks to force fit the existing leadership theories onto visible institutional leadership successes. This course has tried to reverse the trend by building new leadership theories based on visible institutional leadership successes. We have developed as we cruised through this course several leadership models, even those that bear similarly to existing ones have certain original insights as proposed in this course.

We have proposed 10 performance competencies, 10 development competencies and 10 apex leadership traits. I believe that these 30 competencies are essential for a leader to become the real leader. Leaders during their active and transformational phases of their leadership roles fail to take time to describe themselves. That also I have felt and I have observed and I have also tried to correct by sharing some of my leadership perspectives with you as I went through this course.

This course which is borne out of decades of leadership observations and readings developed these new constructs and I do hope I have been able to make some contribution to the development of indigenous leadership theory and practice. We have biographical studies of leaders. However, the descriptions need to be comprehensive and accurate. The takeaways need to be well distilled and new leadership insights need authentic capture on the part of the biographers or the other authors.

Leaders like Jack Welch have been very articulate about their leadership styles while in harness. They have also extrapolated their experiences by developing personalized leadership and mentoring platforms after their retirement from active service, he has established the Jack Welch Management Training Institute.

(Refer Slide Time: 08:56)

Impatient, Inaccurate

Biographical renderings can provide valuable insights provided they are thoroughly researched by the biographer, deeply collaborated by the leader and his peers, and evidentially corroborated by events and developments.

If not, they can be misleading and, in the case of multiple biographies of the same leader, may even be controversial and contradictory in parts.



The Same Leader

Multiple works and descriptors

Multiple constructs and insights

Only a few will be authentic

Readers and prospective aspirant leaders rely on biographies to draw guiding lessons, and inspirations. Less than accurate or not-so-insightful biographies create incorrect perspectives and unhelpful pathways.

But, not all leaders were like that and that paucity of leadership thought leadership action getting translated into works is very meager in the Indian context. Biographical renderings can provide valuable insights if they are thoroughly researched by the biographer, deeply collaborated with by the leader and his peers, and evidentially corroborated by events and developments.

If not, they can be misleading, and in the case of multiple biographies of the same leader, may even be controversial and contradictory in parts. We had two biographies on Steve Jobs, one was by Walter Isaacson, the Authorized Version was this it was published in 2011 and was criticized by Apple executives as not being representative of Steve.

We also had another biography which was not authorized in that sense of the term, *Becoming Steve Jobs* by Brent Schlender and Rick Tetzeli, published in 2015; it won the Apple executives praise for being authentic. So, what is the guiding post for an authentic biography which presents the leaders thoughts, actions, expressions, motivations, inspirations and the leadership models for the people to perceive and also absorb.

So, when we have the same leader with multiple works and descriptors, multiple constructs and insights become available, but only a few will be authentic. Readers and prospective aspirant leaders rely on biographies to draw guiding lessons, and inspirations. Less than accurate or not so insightful biographies create incorrect perspectives and unhelpful pathways.

The leadership biography or the biographies of leaders are an extremely important addition to leadership domain.

(Refer Slide Time: 10:54)

The Reasons

Amidst the impatience and inaccuracy caused by inadequate research by the authors on one hand and insufficient disclosures by the leader (and the co-workers) on the other, the opportunity for capturing helpful leadership insights and developing a leadership model based on proven institutional track record remains unfulfilled.

Part of the reason could be because the deep leadership knowledge of a successful leader could be a source of competitive advantage of the firm, which cannot be disclosed prematurely.

It could also be that true leaders recognize the collective institutional nature of leadership, and refrain from individualizing it to themselves.

Leadership Nuggets

↓

Source of Competitive Advantage?


↓


Base for Leadership Development?

↓

Needed Academic-Practical Hybrid Approach

Biographies should be seen as a new stream of management and leadership works rather than as books to perpetuate leadership halo or as best-selling book-works. Research by academicians may have lot of rigor but structured study of successful leaders will provide significant practical constructs and insights.





The reasons why biographies are important and also could lead or mislead are as follows. Amidst the impatience and inaccuracy caused by inadequate research by the authors on one hand and insufficient disclosures by the leader and the co workers on the other, the opportunity for capturing helpful leadership insights and developing a leadership model based on proven institutional track record remains unfulfilled.

How does leadership get built as a theory and as a practice only when successful leaders and at times even failed leaders share their perspectives and their experiences as to why the successes and failures took place, but that is not so, many leaders are very reluctant to express themselves in terms of their leadership successes or failures.

Part of the reason for the silence could be because the deep leadership knowledge of a successful leader could be a source of competitive advantage for the firm and the leaders

believe that they cannot disclose that prematurely. Another reason, it could also be that true leaders recognize the collective institutional nature of leadership, and refrain from individualizing or personalizing it to themselves.

Are leadership nuggets really the source of competitive advantage, is it not possible to share the leadership thoughts and actions how key decisions were being made and how key actions were being taken and how the course corrections were being made. Are we losing a source of competitive advantage when these are getting disclosed?

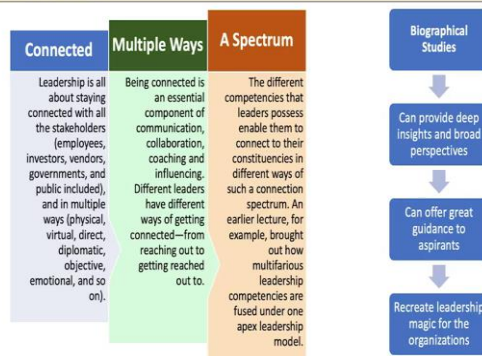
If these are not disclosed what would be the base for leadership development? Should we not have more academic practical hybrid approach for ensuring that the leadership insights are brought out, this lecture focus on these aspects. Biographies should be seen as a new stream of management and leadership works rather than as books to perpetuate leadership halo or as best-selling book works. Unfortunately, the later two objectives seem to be the dominant themes in getting the books published.

Research by academicians may have a lot of rigor but structured study of successful leaders will provide significant practical constructs and insights.

(Refer Slide Time: 13:11)

Connected Leadership Model

The previous lectures have proposed certain individualistic as well as contextual renderings of the highly complex leadership tapestry. This lecture focuses on the importance of staying engaged for the leaders, and a model for staying in touch.



All great leaders not only possess the 30 leadership competencies in varying degrees but also have one key common factor of staying connected. Studies of Indian and global leaders strongly suggest that staying connected is an important aspect of high-calibre leadership.



Connected leadership model, the previous lectures have proposed certain individualistic as well as contextual renderings of the highly complex leadership tapestry. This lecture focuses on the importance of staying engaged for the leaders, and a model for staying in

touch. Connected, leadership is all about staying connected with all the stakeholders, employees, investors, vendors, governments, and public included and in multiple ways physical, virtual, direct, diplomatic, objective, emotional and so on.

Being connected is an essential component of communication, collaboration, coaching and influencing. Different leaders may have different ways of getting connected from reaching out to getting reached out to.

The different competencies that leaders possess enable them to connect to their constituencies in different ways of such a connection spectrum. An earlier lecture, for example, brought out how multifarious leadership competencies are fused under one apex leadership model.

When we have biographical studies which connect with vast leadership then these biographical leaderships provide number of descriptions which are comprehensive and accurate. They provide takeaways which can be well distilled and new leadership insights get authentically captured.

All great leaders not only possess the 30 leadership competencies in varying degrees, but also have one key common factor of staying connected. Studies of Indian global leaders and study of global global leaders strongly suggest that staying connected is an important aspect of high calibre leadership.

(Refer Slide Time: 14:53)

Connected Leadership Model

Competencies play a major part in staying connected. Those leaders with high competencies, of which the ability to stay humble is an important one, tend to reach out and be reached out to.



Parental Roots and Perpetual Learning

In her convocation address at IIM Calcutta, Indra Nooyi, Chairperson of global food and beverage giant PepsiCo, attributed her being in the CEO position to being in a state of perpetual learning and to staying connected to her parental roots.

Giving Back to Society

She also advocated giving back to society even as one learns and earns. Giving back to stakeholders takes different forms depending on how close or distant the stakeholders are to the leaders.

Employee Engagement

Among all stakeholders, employees are the most important ones for leaders to connect with. While there are different ways of connecting, including through platforms offered by communications specialists, the employee connect occurs through day-to-day leadership interactions.



Addressing the 50th convocation of Indian Institute of Management, Calcutta (IIM-C) in November 2017, Indra Nooyi, Chairperson of PepsiCo, and one of the its most celebrated alumni, advised the students to "learn, earn and return simultaneously."



While social and emotional connect is increasingly recognized as being as important as technical or professional connection, this lecture proposes a sensory connection platform to serve as a distinctive leadership model.



So, what is the connected leadership model? Competencies play a major role in staying connected. Those leaders with high competencies, of which the ability to stay humble is an important one, tend to reach out and reached out to. Parental roots and perpetual learning, the way you communicate with simplicity about your roots and about your growth journey, endures a leader to the audience and that audience could be internal within an organization or an audience outside.

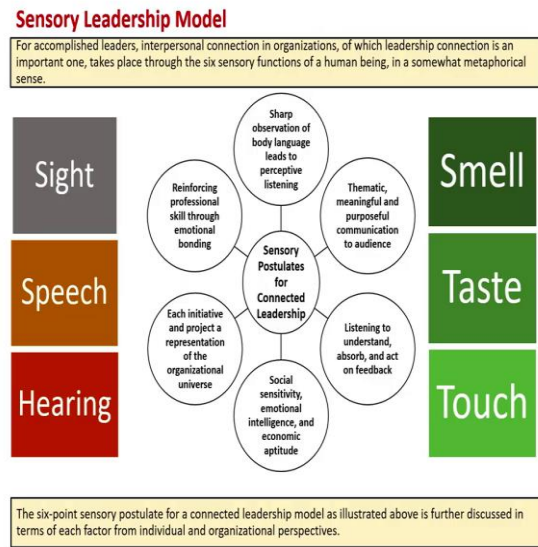
In her convocation address at IIM Calcutta, Indra Nooyi, Chairperson of global food and beverage giant PepsiCo, attributed her being in the CEO position to being in a state of perpetual learning and to stay in connected to a parental roots. Secondly, the connection should be in terms of a messaging it should say as to what the leader exists for in terms of a broader purpose.

So, in her case giving back to society is the purpose that has been mentioned. She also advocated giving back to society even as one learns and earns. Giving back to stakeholders takes different forms depending upon how close or distant the stakeholders are to the leaders and finally, the ultimate form of the connected leadership model is employee engagement.

Amongst all stakeholders, employees are the most important ones for leaders to connect with. While there are different ways of connecting including through platforms offered by communications specialist, the employee connect occurs through day to day leadership interactions.

Addressing the 50th convocation of the Indian Institute of Management, Calcutta IIM-C in November 2017 as I said, Indra Nooyi advised the students to learn, earn and return simultaneously. She advocated that this cycle of learning, earning and returning is not sequential it is simultaneous. While social and emotional connect is increasingly recognized as being as important as technical or professional connection, this lecture proposes a sensory connection platform to serve as a distinctive leadership model.

(Refer Slide Time: 17:06)



What is this sensory leadership model? For accomplished leaders, interpersonal connection in organizations, of which leadership connection is an important one, takes place through the six sensory functions of a human being, in a somewhat metaphorical sense. We know that there are six sensory function sight, speech, hearing, smell, taste, touch.

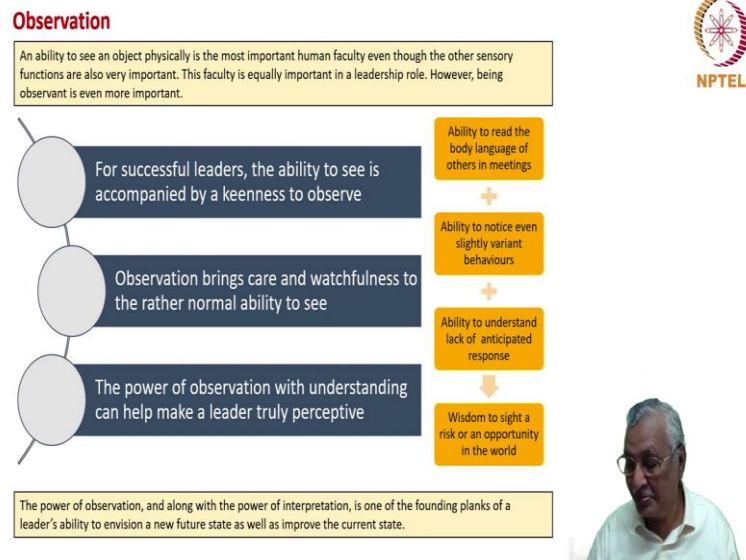
I would like to adopt these sensory functions to what a leader could experience, as a leader who is sensory in respect of his faculties. In terms of the sight, sharp observation of body language leads to perceptive listening as an example. Thematic, meaningful and purposeful communication to audience emerges from speech. Listening to understand, absorb and act on feedback emerges from hearing.

Social sensitivity, emotional intelligence and economic aptitude are experienced as whiffs of developments in an organization. Each initiative and a project represent a part of the organizational universe. The way that project is getting executed or the way the project is getting managed provides a forth test of what could come in the organizational performance agenda.

Reinforcing professional skill through emotional bonding is the final human touch. So, the six sensory faculties of an individual are expressed through leadership language through these observations, however, these cannot be the only definitions actual sensory faculties of a leader need to be much more deep and much more sensitive. The six-point

sensory postulate for a connected leadership model is further discussed in terms of each factor by me for individual and organizational perspectives.

(Refer Slide Time: 19:07)



Let us look at observation, observation is far beyond seeing and seeing is not observation, although seeing is important for getting certain things observed, but seeing does not mean that the complete observation takes place. An ability to see an object physically is the most important human faculty even though the other sensory functions are also very important.

This faculty is equally important in a leadership role. However, being observant is even more important. For successful leaders, the ability to see is accompanied by a keenness to observe. Observation brings care and watchfulness to the rather normal ability to see, we all see whatever is happening in the external world, but only if you are observant.

The power of observation with understanding can help make a leader truly perceptive. Some examples, your ability to read the body language of others in meetings that is the power of observation because through that you understand whether the communication that is going on from you is having the desired effect.

The ability to notice even slightly variant behaviours gives you alerts as to whether the vision or the strategy or the execution action plan is being accepted. Ability to

understand the lack of anticipated response is always the crucial determinant of someone who is open and perceptive enough.

Finally, the wisdom to sight a risk or an opportunity in the world, stems from the keen sense of observation. The power of observation, and along with the power of interpretation, is one of the founding planks of a leader's ability to envision a new future state as well as improve the current state.

When you think of the ace light commercial vehicle example, that I have provided earlier everyone who went to Japan did see the small commercial vehicles, but only very few leaders had been observant of how they navigate themselves in the narrow crowded streets of Japan and therefore, they thought about it.

However, even within those observant leaders, only one leader was willing to place the bets, on getting that small commercial vehicle kind of profile into the Indian commercial vehicle industry. So, seeing everybody can do, observation only few can do and drawing an inference from the observation and making a strategy out of it is the singular ability of a great leader.

(Refer Slide Time: 21:49)

Meaning

Great leaders are effective communicators. Their communication is impactful not necessarily because of the language. It is impactful essentially because it is meaningful. Mere speaking will not carry meaning, however.



Communication becomes impactful when it embeds the sincerity of purpose and the empathy with the audience that a leader demonstrates, almost as his or her second nature.



Meaning, great leaders are effective communicators. Their communication is impactful not necessarily because of the language. It is impactful essentially because it is meaningful. Mere speaking will not carry meaning, however.

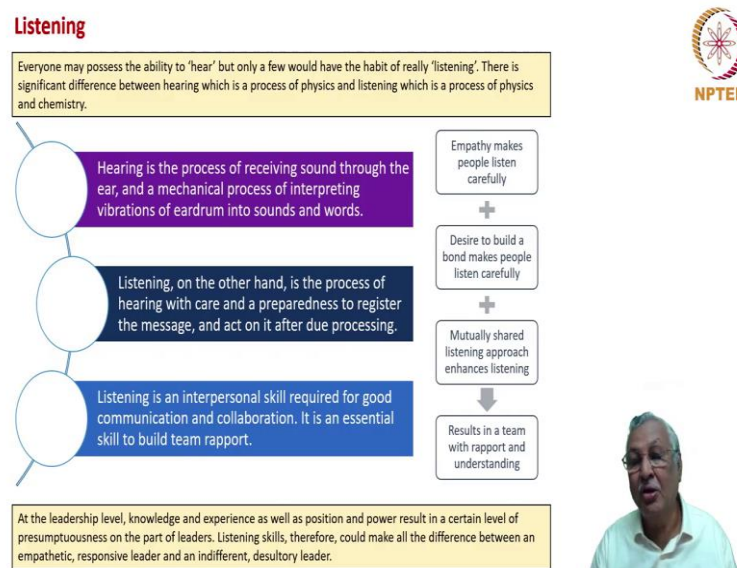
I always believe that communication is not something about language skill not about grammatical skill nor is about the ability to speak extempore, knowledge which is getting converted through the speech is the one which makes the impact. Every part of speech must be impactful because of the meaning it carries; the ability to tell a meaningful story, the ability to convey a meaningful message is the heart and soul of speech.

Effective communication therefore, is not a function of the oratory level or time as is commonly understood. It is one that is thematic, purposeful and meaningful to the audience, and to the task at hand. Effective communicators, over time, develop the ability to convey a message beyond what words may purport to.

So, the continuous act of speaking has the capability to generate a cumulative connect for the leader with the team. It demonstrates the mastery over subject and the clarity and sincerity in speech would then become very effective communication from the leader.

It becomes even more impactful when it embeds the sincerity of the purpose and the empathy that the leader carries for the audience and this demonstrates very often as the second nature of the leader and bestows much more impact and much more credibility to the speech that the leader makes.

(Refer Slide Time: 23:42)



The third sensory aspect listening, everyone may possess the ability to hear, but only a few would have the habit of really listening. There is significant difference between

hearing which is the process of physics and listening which is the process of physics and chemistry.

Hearing is the process of receiving sound through the ear, and a mechanical process of interpreting vibrations of ear drum into sounds and words. Listening, on the other hand, is the process of hearing with care and a preparedness to register the message, and act on it after due processing.

Listening is an interpersonal skill required for good communication collaboration, it is an essential skill to build team rapport. Empathy makes people listen carefully, desire to build a bond makes people listen carefully.

Mutually shared listening approach enhances the listening power. Results in a team with rapport and understanding for the organizational benefit. At the leadership level, knowledge and experience as well as position and power result in a certain level of presumptuousness on the part of leaders. Listening skills, therefore, could make all the difference between an empathetic, responsive leader and an indifferent, desultory leader.

So, we have to keep that in mind, we have to every time go beyond hearing and inculcate the practice of listening. People have the temptation to imagine what the other person is saying even before the first two sentence get completed however, one needs to really listen through every sentence, every word carefully absorb the impact and come out with the appropriate response that makes it a holistic communication chain.

(Refer Slide Time: 25:35)

Whiff

Developments in the organization or in the environment are never definitive while they are in the making. Perceptive leaders detect the early signs as they waft through – they differentiate the fragrance from a scent.

The signs of togetherness could be the warmth of a greeting, a smile of recognition, and a passion to walk that extra mile or the willingness of external stakeholders to positively engage.

The signs of diffidence and discard could be employees gradually failing to greet each other in an organization or external agencies taking longer to appraise a project put forth by the organization.

Successful leaders are adept at understanding the changes before they become trends and then turn into movements.

This requires that leaders have good social sensitivity, emotional intelligence and economic aptitude, regardless of their functional specializations. Leaders in emerging technologies and businesses as also in cyclical businesses must have this early recognition faculty.

Social
sensitivity
+
Emotional
intelligence
+
Economic
aptitude
↓
Discerning
individual



Whiff, I talked about certain events getting carried through the organizational ambience as whiffs. Developments in the organization or in the environment are never definitive while they are in the making. Perceptive leaders detect the early signs as they waft through they differentiate the fragrance from a scent.

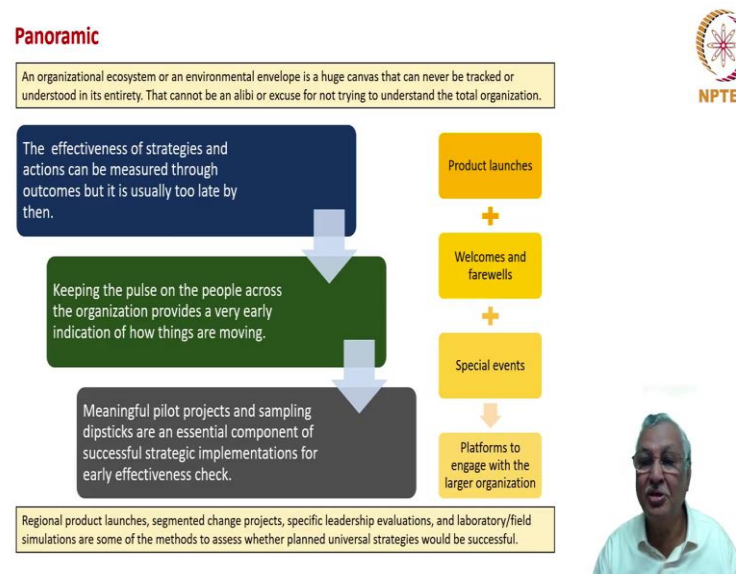
Earlier I said that measuring results is post factor we should measure efforts, but even as the efforts are getting put in by the organization. There will be some wafts of change or wafts of togetherness or wafts of difference which will be moving through the organization, these wafts must be captured by a sensible and sensitive leader.

The signs of togetherness could be the warmth of a greeting, a smile of recognition, and a passion to walk the extra mile or the willingness of external stakeholders to positively engage. The signs of diffidence and discard could see the employees gradually failing to greet each other in an organization or external agencies taking longer to appraise a project put forth by the organization. There would always be indicators that things are not going the way you would like them to go.

Successful leaders are adept at understanding the changes before they become trends and then turn into movements. Always snowball happens through the first flake of snow then as the flakes keep coming in, it becomes a snow ball. Similarly, the changes in an organizational setting which are first experienced as sense or wafts or the whiffs, we have to really take care of in terms of our absorption our understanding.

This requires that leaders have good social sensitivity, emotional intelligence and economic aptitude, regardless of their functional specializations. Leaders in emerging technologies and businesses as also in cyclical businesses must have this early recognition faculty.

(Refer Slide Time: 27:43)



Then panoramic, an organizational ecosystem or an environmental envelope is a huge canvas that can never be tracked or understood in its entirety. That cannot be an alibi or excuse for not trying to understand the total organization.

Things like product launches happen all the time, there could be welcomes and farewells, there could be special events, there could be platforms engaged with a larger organization, all of these things must be always gushed.

As I said the effectiveness strategies and actions can be measured through outcomes but is usually too late by then. Keeping the pulse on the people across the organization through a deliberate mechanism provides a very early indication of how things are moving. Meaningful pilot projects and sampling dipsticks are an essential component of successful strategic implementations for early effectiveness check.

Regional product launches, as I said segmented change projects, specific leadership evaluations, and laboratory field simulations are some of the methods to assess whether planned universal strategies would be successful or would not be so successful.

(Refer Slide Time: 28:50)

Heartfelt

Organizations need logical and rational thoughts and actions to be effective. However, organizational management is not entirely one of only logic and rationality – it is one of emotion as well.



In tough times, appeal to the heart is essential for teams to stay together and overcome all difficulties. The appeal must be genuine with shared concern, however. Teams in mountaineering and other expeditions overcome the most challenging conditions through emotional bonding as much as through professional skill.



Then being heartfelt, organizations need logical and rational thoughts and actions to be effective. However, organizational management is not entirely one of logic and rationality it is one of emotion as well. Leaders develop plans and execute actions that stand the test of logic and rationality. In short, leaders tend to lead through mind.

Yet, there are matters of organization where an appeal to the heart is as much essential as working through the mind; I have talked about the head heart and guts model. Head and heart have to appeal equally and equitably to the audience. Business turnaround that calls for sacrifices, leadership transformation, startup with inbuilt uncertainty are great examples which require appealing to the heart.

Product launches as I said are great way to ensure that there is an understanding of how the product is getting received and the launch gives an opportunity for the organization to connect with the customers and say that we have developed this product for you keeping in view your requirements.

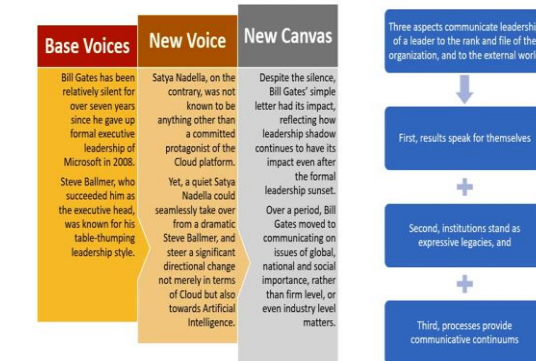
And the way they respond will be dependent on the empathy as well as the sincerity with which you have presented the facts of the new development and also were willing to look at the suggestions that could come back to you. In tough times appeal to the heart is essential for teams to stay together and overcome all difficulties. The appeal must be genuine with shared concern, however.

Teams in mountaineering and other expeditions overcome the most challenging conditions through emotional bonding as much as through processional skill.

(Refer Slide Time: 30:38)

The Power of Silence

Active leadership or hyperactive leader communication is not essential for leading an organization. Along with leader transitions, communication approaches do vary. Communication, in fact, is one of the more personal of the several leadership traits. Communication by oneself rather than through anyone else is another important aspect.



While leadership cannot be totally silent, and uncommunicative, in most cases, rather than gross self-proclamations subtle communications tend to be impactful. Successful leaders, and even powerful leaders, tend to be relatively silent, rather than banal, about their leadership.



Let us discuss the power of silence, active leadership or hyperactive leader communication as I said is not essential for leading an organization. Along with leader transitions, communication approaches also vary. Communication, in fact, is one of the more personal of the several leadership traits, each leader communicates in a very distinctive manner which is unique to the leader.

Communication by oneself rather than through anyone else is another important aspect. It is not appropriate for a leader to let the executive assistant or someone else represent his or her personality. Authentic communication by the leader himself for herself is essential for proper conveying of the messages that are sought to be conveyed.

Base voices, Bill Gates has been relatively silent over seven years since he gave up formal executive leadership of Microsoft in 2008. Steve Ballmer, who succeeded him as the executive head was known for his table thumping leadership style. The New voice, Satya Nadella, on the contrary was not known to be anything other than a committed protagonist of the Cloud platform.

Yet, a quiet Satya Nadella could seamlessly take over from a dramatic Steve Ballmer, and steer a significant directional change of the company not merely in terms of Cloud

but also towards Artificial Intelligence, and also in terms of better networking with a whole number of stakeholder communities and stakeholder organizations. Yet, there are some positives of different state; despite the silence Bill Gates simple letter had its impact.

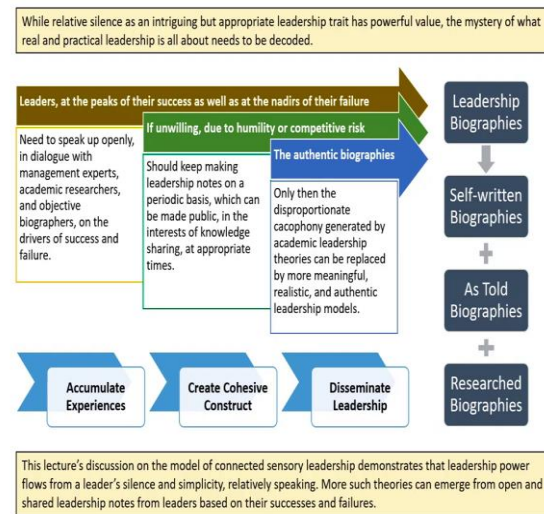
Reflecting how leadership shadow continues to have its impact even after the formal leadership sunset. Over a period, Bill Gates move to communicating on issues of global, national and social importance, rather than firm level or even industry level matters. Yet, I do not think anyone forgets the close association Bill Gates has or had with Microsoft and whatever Bill Gates says, while being relevant to the foundation he is also very much supportive of Microsoft's brand recall.

So, a leader who is no longer in harness cannot be written off, cannot be said to be of little use to the organization. It is important to explore and exploit the power of silence of the leaders who are no longer in the harness. Three aspects communicate leadership of a leader to the rank and file of the organization and to the external world. First, results speak for themselves, second, institutions stand as expressive legacies and third, processes provide communicative continuums.

While leadership cannot be totally silent and uncommunicative, in most cases, rather than gross self proclamations subtle communications tend to be more impactful. Successful leaders and even powerful leaders, tend to be relatively silent, rather than banal, about their leadership.

(Refer Slide Time: 33:42)

Accumulated Silence, Timely Expression



Accumulated silence, timely expression, another theme. While relative silence as an intriguing, but appropriate leadership trait has powerful value, the mystery of what real and practical leadership is all about needs to be decoded.

Leaders, at the peaks of their success as well as at the nadirs of their failure, need to speak up openly, in dialogue with management experts, academic researchers and objective biographers, on the drivers of success and failure, with that they not only hold a mirror to themselves.

But also help the broader organizations understand what really went wrong or what really went right and that is a great learning experience the organization would have, not to speak of the broader learning which students of industry, students of management and students of economy would have from such expressions.

If unwilling to do so, due to humility or competitive risk, the leader should keep making leadership notes on a periodic basis, which can be made public, in the interests of knowledge sharing at appropriate times. President Barak Obama, has come out with his memoirs and it is a great book of sweeping canvas and the observations made are insightful, thoughtful, but also and probably contextual to the times through which he became and stayed on as the president.

But, that is a useful and impactful addition to the public leadership domain. Therefore, the need for leaders to keep capturing their thoughts, actions, their joys and disappointments their course, and their course corrections as notes on a periodic basis and getting them published at the appropriate time is an essential part of leadership communication.

And finally, of course, the authentic biographies, only when such a presentation is made by the leaders the disproportionate cacophony generated by academic leadership theories can be replaced by more meaningful, realistic and authentic leadership models.

So, we need to understand all the types of biographies as being important, whether they are self written biographies, as told biographies or researched biographies, but what is important is to understand the real key drivers of the thoughts and the actions and their perceptions about the results and the outcomes and their course corrections.

So, one must accumulate experiences, create a cohesive construct and disseminate leadership. If there are leaders and if they are aspirant leaders, in this course the thought I would leave with them is to take leadership notes on a continuing basis based on their own experiences and be ready to publish at the appropriate time.

This lecture's discussion on the model of connected sensory leadership demonstrates that leadership power flows from a leader silence and simplicity, relatively speaking which is probably a counterintuitive proposition I make but it is true. More such theories can emerge from open and shared leadership notes from leaders based on their successes and failures as I have advocated here.

(Refer Slide Time: 37:10)

The Ride of a Lifetime

The CEO of Disney, one of Time's most influential people of 2019, shares the ideas and values he embraced to reinvent one of the most beloved companies in the world and inspire the people who bring the magic to life.

Robert Iger became the CEO of The Walt Disney Company in 2005, during a difficult time. Morale had deteriorated, competition was intense, and technology was changing faster than at any time in the company's history.

His vision came down to three clear ideas: Recommit to the concept that quality matters, embrace technology instead of fighting it, and think bigger—think global—and turn Disney into a stronger brand in international markets.

Fourteen years later, Disney is the largest, most respected media company in the world, counting Pixar, Marvel, Lucasfilm and 21st Century Fox among its properties. Its value is nearly five times what it was when Iger took over, and he is recognized as one of the most innovative and successful CEOs of our era.

This book is about the relentless curiosity that has driven Iger for forty-five years, since the day he started as the lowliest studio worker at ABC. It's also about thoughtfulness and respect, and a decency-over-dollars approach that has become the bedrock of every project and partnership Iger pursues.



Four Principles

Optimism

Courage

Decisiveness

Fairness



We have several examples of great leaders sharing their perspectives. One of the interesting books by Robert Iger, is *The Ride of a Lifetime*. The CEO of Disney, one of Time's most influential people of 2019, shares the ideas and values he embraces to reinvent one of the most beloved companies in the world and inspire the people who bring magic to our lives.

He became the CEO of The Walt Disney Company in 2005, during a difficult time. Morale had deteriorated, competition was intense and technology was changing faster than at any time in Walt Disney's history. Robert Iger's vision came down to three clear ideas; recommit to the concept that quality matters, embrace technology instead of fighting it, and think bigger think global and turn Disney into a stronger brand in international markets.

Fourteen years later, Disney is the largest, most respected media company in the world, counting Pixar, Marvel, Lucasfilm and 21st Century Fox amongst its assets and properties. Its value is nearly five times what it was when Iger took over, and he is recognized as one of the most innovative and successful CEO's of our era.


He had therefore, four principles which he brought out through his book with of course, much greater elaboration on them, optimism, courage, decisiveness and fairness. This book is about the relentless curiosity that has driven Iger for forty five years, since the day he started as the lowliest studio worker at ABC.

It is also about thoughtfulness and respect, and a decency-over-dollars approach that has become the bedrock of every project and partnership Iger pursues, see this expression decency-over-dollars approach. These are the kinds of leadership nuggets which when they come out from a leader's own experience and expression could make a world of difference for the students and also for the aspirant leaders.



(Refer Slide Time: 39:19)

Straight from the Gut

During his times, Jack Welch was perhaps seen as the greatest corporate leader of the 20th century. When he first became CEO of General Electric in 1981 the company was worth \$12 billion. Twenty years later, when he stepped down, it was worth a total of \$280 billion.



Welch was more than just the leader of the most successful business in the world. He revolutionized GE's entire corporate culture with his distinctive, highly personal management style: the individual appreciation of each of his 500 managers, the commitment to an informal but driven work style and the encouragement of candour.



The second book I mentioned here, is Jack Welch's, *Straight from the Gut*. During his times, as I said earlier Jack Welch was perhaps seen as the greatest corporate leader of the 20th century. When he first became the CEO of General Electric in 1981 the company was worth just 12 billion dollars. Twenty years later, when he stepped down, it was worth the total of 280 billion dollars.

What were the five principles of Jack Welch's leadership model, obsession with competitiveness, emphasis on individual excellence, small company spirit in a big company body, effective tools Six Sigma for example and breaking the moulds.

All of these things he was always articulating in the open even during his working time. However, he brought out them as books also, as reference works which could be used by leaders, employees, executives in other organizations.


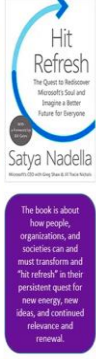

Welch was more than just the leader of the most successful business in the world. He revolutionized GE's entire corporate culture with his distinctive, highly personal

management style, the individual appreciation of each of his 500 managers, the commitment to an informal but highly driven work style and the encouragement of candor were the high points of his working style.

(Refer Slide Time: 40:40)

Hit Refresh

Hit Refresh, the book by Microsoft CEO, is about individual change, about the transformation happening inside of Microsoft and the technology that will impact all of our lives—the arrival of the most exciting and disruptive wave of technology humankind has experienced: artificial intelligence, mixed reality, and quantum computing.



Microsoft's CEO tells the inside story of the company's continuing transformation, tracing his own personal journey from a childhood in India to leading some of the most significant technological changes in the digital era.

Satya Nadella explores a fascinating childhood before immigrating to the U.S. and how he learned to lead along the way. He then shares his meditations as a sitting CEO—one who is mostly unknown, following the brainy Bill Gates and energetic Steve Ballmer.

He tells the inside story of how a company rediscovered its soul—transforming everything from culture to their fiercely competitive landscape and industry partnerships.

As much a humanist as engineer and executive, Nadella concludes with his vision for the coming wave of technology and by exploring the potential impact to society and delivering call to action for world leaders.

The book is about how people, organizations, and societies can and must transform and "hit refresh" in their persistent quest for new energy, new ideas, and continued relevance and renewal.

"Ideas excite me," Nadella explains. "Empathy grounds and centers me." Hit Refresh is a set of reflections, meditations, and recommendations presented as algorithms from a principled, deliberative leader searching for improvement—for himself, for a famous company, and for society.

Then of course, we have Hit Refresh by Satya Nadella. Bill Gates had his own biography, Business at the Speed of Thought and Satya Nadella came out with Hit Refresh. It is described as the quest to rediscover Microsoft soul and imagine the better future for everyone and it also had several emotive stokes of personal experience which add credents to the fact that Satya Nadella was not only a brilliant intellectual, but also emotionally intelligent leader.

Hit Refresh, the book by Microsoft's CEO is about individual change, about transformation happening inside of Microsoft and the technology that will impact all of our lives. The arrival of the most exciting and disruptive way of technology human kind has experienced which is artificial intelligence, mixed reality and quantum computing.

Satya Nadella, tells us the inside story of a company's continuing transformation, tracing his own personal journey from a childhood in India to leading some of the most significant technological changes in the digital era. He explores a fascinating childhood before immigrating to the US and how he learned to lead along the way. He then shares his meditations as a sitting CEO, one who is mostly unknown, following the brainy Bill Gates and energetic Steve Ballmer.

He tells us the inside story of how a company rediscovered its soul transforming everything from culture to their fiercely competitive landscape and industry partnerships. As much a humanist as an engineer and executive, Nadella concludes with his vision for the coming wave of technology and by exploring the potential impact to society and delivering call to action for world leaders.

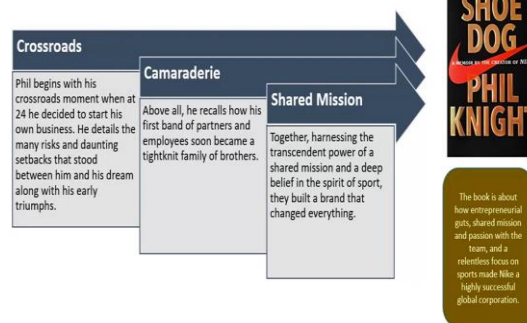
The book is about how people, organizations and societies can and must transform and hit refresh within quotes in their persistent quest for new energy, new ideas and continued relevance and renewal. Ideas excite me, Nadella explains, empathy grounds and centers me he says.

Hit Refresh is a set of reflections, meditations and recommendations presented as algorithms from a principled, deliberative leader searching for improvement for himself, for a famous company and for society and that is the value of leadership biography.

(Refer Slide Time: 43:07)

Shoe Dog

In this candid and riveting memoir, for the first time ever, Nike founder and board chairman Phil Knight shares the inside story of the company's early days as an intrepid start-up and its evolution into one of the world's most iconic, game-changing, and profitable brands.



Shoe Dog is a memoir rich with insight, humour and hard-won wisdom, this book is also studded with lessons about building something from scratch, overcoming adversity and ultimately leaving your mark on the world.



Shoe Dog, in his candid and riveting memoir, for the first time ever, Nike founder and board chairmen Phil Knight shares the inside story of the company's early days as an intrepid start up and its evolution into one of the world's most iconic, game changing, and profitable brands. Phil begins with his crossroads moment when at 24 he decided to start his own business.

He details the many risks and daunting setbacks that stood between him and his dream along with his early triumphs. He speaks about the camaraderie, he had with his friends. Above all, he recalls how his first band of partners and employees soon became a tight knit family of brothers.




And the shared mission, together harnessing the transcendent power shared mission and a deep belief in this spirit of sport; they built a brand that changed everything. The book is about how entrepreneurial guts, shared mission and passion with the team and relentless focus on sports made Nike a highly successful global corporation.

Shoe dog is memoir rich with insight, humor and hard-won wisdom, this book is also studded with lessons about building something from scratch, overcoming adversity and ultimately leaving your mark on the world.

(Refer Slide Time: 44:27)

My Life and Work

Henry Ford, the founder of Ford Motor, was the quintessential entrepreneur. One of the world's best known automotive industry's captains, he was the pioneering innovator of mass production.



- Model T Car**
 - Pioneered Standardization
 - Introduced mass production
- Humanism**
 - Reduced costs through business and technology
 - Paid high wages to the workers
- Consumerism**
 - Believed in quality of life
 - Saw consumerism as the harbinger of peace and prosperity

Moving assembly line for a car with standardized car design was pioneered by Henry Ford. It laid the foundations of modern automobile industry.

The book recounts the strategies that he used to make Ford an efficient and productive enterprise, in the process making him a wealthy and successful businessman. The book is an educative journey of history, business and management.

My Life and Work, this is from Henry Ford the founder of Ford Motor. Henry Ford, was the quintessential entrepreneur, one of the world's best known automotive industry's captains, he was the pioneering innovator of mass production. As we all know by now, cruising through this course, model T car, pioneered standardization it introduced mass production.

But he also had humanism at heart, he reduced cost not through elimination of jobs, he reduced costs through business and technology. He actually paid very high wages to the

workers. He has promoted the concept of consumerism in an orderly manner and also in a meaningful high quality manner for the first time; he believed in quality of life, he saw consumerism as the harbinger of peace and prosperity. Moving assembly line for a car with standardized car design was pioneered by Henry Ford.

It laid the foundations of modern automobile industry. This book recounts the strategies that he used to make Ford an efficient and productive enterprise, in the process making him a wealthy and successful businessman. This book is an educative journey of history, business and management.

(Refer Slide Time: 45:41)

Beyond the Last Mountain

J R D Tata is undeniably the legend who built Tata Group into a highly diversified conglomerate. Written with J R D Tata's co-operation, this superb biography tells the JRD story from his birth to 1993, the year in which he died in Switzerland. Divided into four parts, the book explores all the most important aspects of JRD's life.

- Part I deals with the early years, from JRD's birth in France in 1904 to his accession to the chairmanship of Tatas, India's largest industrial conglomerate, at the age of thirty-four.
- Part II looks at his forty-six years in Indian aviation (the lasting passion of JRD's life) which led to the initiation of the Indian aviation industry and its development into one of India's greatest industrial success stories.
- Part III illuminates his half-century long stint as the outstanding leader-personality of Indian industry.
- Part IV unearths hitherto unknown details about the private man and the public figure, including glimpses of his long friendships with people, such as Jawaharlal Nehru, Mahatma Gandhi, Indira Gandhi and his association with celebrities in India and abroad.

Tata Group is well-known for its ethics and values, and nurturing an empathetic approach towards employees and trusteeship towards the society, nation and the public at large.



J. R. D. Tata built and left behind a lasting legacy of trusteeship while creating industrial and business wealth



Then we have, our great J R D Tata, story Beyond the Last Mountain. J R D Tata is undeniably the legend who built Tata Group into a highly diversified conglomerate. Written with the J R D Tata's co-operation, this superb biography tells the JRD story from his birth to 1993, the year in which he died in Switzerland.

Divided into four parts the book explores all the most important aspects of JRD's life. Part I deals with the early years, from JRD's birth in France in 1904 to his accession to the chairmanship of Tata's, India's largest industrial conglomerate, at the age of thirty-four.

Part II looks at his forty-six years in Indian aviation the lasting passion of JRD's life which led to the initiation of the Indian aviation industry and its development into one of

India's greatest industrial success stories. Part III illuminates his half century long stint as the outstanding leader stalwart of Indian industry.

Part IV unearths hitherto unknown details about the private man and the public figure, including glimpses of his long friendships with people, such as Jawaharlal Nehru, Mahatma Gandhi, Indira Gandhi and his association with celebrities in India and abroad. J R D Tata built and left behind a lasting legacy of trusteeship while creating industrial and business wealth, these thought processes are very much evident from this book.

Tata Group is well known for its ethics and values, and for nurturing an empathetic approach towards employees and trusteeships towards the society, nation and the public at large.

(Refer Slide Time: 47:19)

Jeff Bezos and the Age of Amazon

Amazon.com started off with delivering books by post. Its founder, Jeff Bezos, relentlessly led Amazon onto a path of e-commerce and shaped Amazon into a universal marketplace that would offer everything at attractive prices.

the everything store
JEFF BEZOS AND THE AGE OF AMAZON
Brad Stone

Jeff Bezos displays unmatched guts to take risky bets and pursue a relentless push to expand boundaries


From Physical to Digital Digital to Cloud Re-entry into Physical

Transforming retail digitally through limitless selection and rapid logistics

Moving into Cloud computing and Internet of Things

Push into Media, Entertainment and Space Travel

Jeff Bezos transformed retail much in the manner of Ford revolutionizing manufacturing of automobiles. His ability to dream big and far ahead offers instructive leadership lessons.



Jeff Bezos and the Age of Amazon; Amazon dot com started off with delivering books by post. Its founder Jeff Bezos, relentlessly led Amazon onto a path of e-commerce and shaped Amazon into universal marketplace that would offer everything at attractive prices.

Transforming retail digitally through limitless selection and rapid logistics, strategy 1. Moving into Cloud computing and internet of things, strategy 2. Push into media, entertainment and space, strategy 3. From physical to digital, digital to Cloud and re entry into physical. Jeff Bezos displays unmatched guts to take risky bets and pursued a

relentless push to expand boundaries, the everything store is a masterly exposition of what happened with and at Amazon and what could happen with and in future because of Jeff Bezos.

Jeff Bezos transformed retail much in the manner of Ford revolutionizing manufacturing of automobiles. His contributions are so phenomenal; his ability to dream big and far ahead offers instructive leadership lessons.

(Refer Slide Time: 48:30)

The Snowball

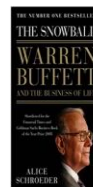
Warren Buffett is arguably the world's greatest investor. The Snowball is reportedly the first and will be the only biography of the world's richest man, Warren Buffett, written with his full cooperation and collaboration.

Warren Buffet was a child prodigy in business. Even as a child he was fascinated by the concept of risk and probability, setting up his first business at the age of six.

In 1964 he bought struggling Massachusetts textile firm Berkshire Hathaway and grew it to be the 12th largest corporation in the US purely through the exercise of sound investing principles - a feat never equalled in the annals of business.

Despite an estimated net worth of around US\$62 billion, Buffett leads an intriguingly frugal life taking home a salary of only £50,000 a year. His only indulgence is a private jet, an extravagance he wryly acknowledges by calling it 'The Indefensible'.

In 2006, he made the largest charitable donation on record, with most of it going to the Bill & Melinda Gates Foundation. He has been vocal and persuasive about the rich sharing their wealth for philanthropy.



Warren Buffet called "The Sage of Omaha's" has unique investment philosophy that offers leadership lessons



We have another book, this Snowball Warren Buffett. Warren Buffett is arguably the world's greatest investor. The snowball is reportedly the first and will be the only biography of the world's richest man, Warren Buffett, written with his full cooperation and collaboration. Warren Buffett was a child prodigy in business.

Even as a child he was fascinated by the concept of risk and probability, setting up his first business at the age of six. In 1964 he bought struggling Massachusetts textile firm Berkshire Hathaway and grew it to become the 12th largest corporation in the US purely through the exercise of sound investing principles a feat never equaled in the annals of business by others.

Despite an estimated net worth of around USD's 62 billion, Buffett leads an interestingly and intriguingly frugal life taking home a salary of only 50000 pounds per year. His only

indulgence is a private jet; an extravagance he wryly acknowledges by calling it “The indefensible”.

Warren Buffett is called “The Sage of Omaha’s” has unique investment philosophy that offers leadership lessons for everyone, those in leading positions in the business or industry or in the economy or individuals and investors. In 2006, he made the largest charitable donation on record, with most of it going to the Bill and Melinda Gates Foundation. He has been vocal and persuasive about the rich sharing their wealth for philanthropy.

(Refer Slide Time: 50:10)

Iacocca: An Autobiography

Lee Iacocca is an American legend, a straight-shooting businessman who brought Chrysler back from the brink and in the process became a media celebrity, newsmaker, and a man many had urged to run for president.



The Rise at Ford

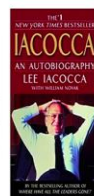
Lee Iacocca rose spectacularly through the ranks of Ford Motor Company to become its president, only to be toppled eight years later in a power play that should have shattered him.

The Turnaround of Chrysler

But Lee Iacocca didn't get mad, he got even. He led a battle for Chrysler's survival that made his name a symbol of integrity, know-how, and guts for millions of Americans.

Building Resilience

Lee Iacocca transformed the automobile industry in the 1960s by creating the phenomenal Mustang. He led the miraculous rebirth of Chrysler from near bankruptcy to repayment of its \$1.2 billion government loan very early.



Lee Iacocca demonstrates how leadership is irrepresible and a leader will reach the zenith even in a new environment.

Lee Iacocca demonstrated that turnaround is one of the most important transformational leadership achievements ever. He also demonstrates how leadership can find its zenith even if it is blocked at certain stages.



Lee Iacocca, he is an American legend, a straight-shooting businessman who brought Chrysler back from the brink and in the process became a media celebrity, newsmaker, and a man many had urged to run for presidency. The rise at Ford, he rose spectacularly through the ranks of Ford Motor Company to become its president, only to be toppled eight years later in a power play that should have shattered him, but he did not get shattered.

The turnaround of Chrysler happened by Lee Iacocca's intervention. Lee Iacocca even after getting toppled did not get mad he got even. He led a battle for Chrysler's survival that made his name a symbol of integrity, know how, and guts for millions of Americans and he build resilience. Lee Iacocca transformed the automobile industry in the 1960's


by creating the phenomenal Mustang. He led the miraculous rebirth of Chrysler from near bankruptcy to repayment of its 1.2 billion-dollar government loan very early.

Lee Iacocca demonstrates how leadership is irrepressible and how a leader will reach the zenith even in a new environment. He demonstrated that the turnaround is one of the most important transformational leadership achievements ever. He also demonstrated how leadership can find its zenith even if it is blocked at certain stages through certain circumstances taking a completely different course.

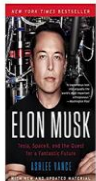
(Refer Slide Time: 51:38)

Elon Musk

Elon Musk, the book, is both an illuminating and authorized look at the extraordinary life of one of Silicon Valley's most exciting, unpredictable, and ambitious entrepreneurs, a fascinating exploration of the renewal of American invention and its new "makers."




Visionary	Inventive	Passionate	Electric Automobile
Elon Musk, the book, spotlights the technology and vision of Elon Musk, the renowned entrepreneur and innovator behind SpaceX, Tesla, and SolarCity.	Musk—one of the most unusual and striking figures in American business history—is a contemporary, visionary amalgam of legendary inventors and industrialists.	Musk has dedicated his energies and his own vast fortune to inventing a future that is as rich and far-reaching as the visionaries of the golden age of science-fiction fantasy.	↓
			Autonomous Automobile
			↓
			Hyperloop Transportation
			↓
			Space Travel



Elon Musk has pioneered several transformative innovations and also demonstrated how a leader can even dream of interstellar life.

Thorough and insightful, *Elon Musk* brings to life a technology industry that is rapidly and dramatically changing by examining the life of one of its most powerful and influential titans.



Elon Musk, the book, is both an illuminating and authorized look at the extraordinary life of one of Silicon Valley's most exciting and unpredictable as well as ambitious entrepreneurs. It is a fascinating exploration of the renewal of American invention and its new makers. Elon Musk, is the visionary the books spotlights the technology and vision of Elon Musk, who is certainly the most renowned entrepreneur and innovator behind SpaceX, Tesla and SolarCity.

He is inventive, one of the most unusual and striking figures today in American business history is also a contemporary visionary amalgam of legendary inventors and industrialists. Musk has been passionate about whatever he believed in whether it was electrification of an automobile, autonomy of an automobile, hyperloop transportation or space travel.

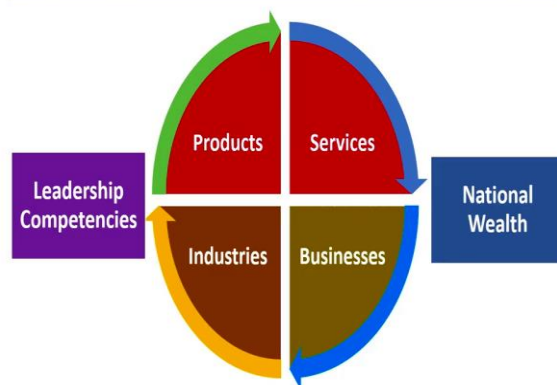
He dedicated his energies and his own vast fortune to inventing a future that is as rich and as far reaching as the visionaries of the golden age of science fiction fantasy, that is the kind of positioning he has today in terms, of his contributions to the transformation of industries.

Thorough and insightful, Elon Musk brings to life a technology industry that is rapidly and dramatically changing by examining the life of Elon Musk who is certainly the most powerful and influential titan in the automobile industries transformation as we will see it now.

(Refer Slide Time: 53:07)

The Power of Ten

The accounts of the ten leaders, from different generations and different domains, discussed so far how entrepreneurship and leadership combined to establish great businesses, transform industries and serve societies.



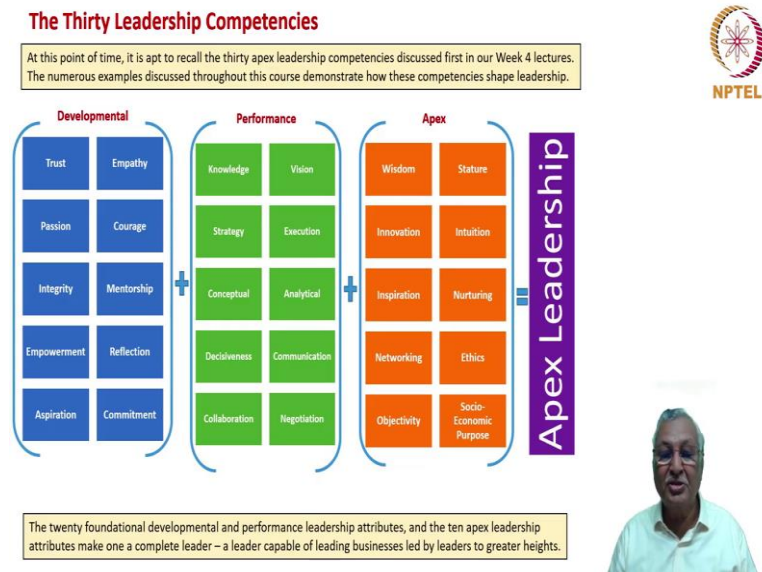
Leadership competencies, in whichever domain, are core and central to creating national wealth, through a process that integrates products, services, industries, and businesses.



The accounts of the ten leaders from different generations and different domains, discussed so far tell us how entrepreneurship and leadership combined to establish great businesses, transform industries and serve societies. Uniformly, the great leaders did these things they offered new products, they offered new services. They transformed businesses, they transformed industries.

They build their leadership competencies, they leverage their leadership competencies and they created industrial and economic wealth for the nations. Leadership competencies, in whichever domain are core and central to creating national wealth, through a process that integrates, products, services, industries, and businesses.

(Refer Slide Time: 53:57)



And the thirty leadership competencies we have discussed are the foundations of such leadership competency getting converted into measurable national wealth. We should therefore, recall at this point again the thirty apex leadership competencies discussed first in our week 4 lectures.

The numerous examples discussed throughout this course demonstrate how these competencies shape leadership. The ten developmental leadership competencies are trust, empathy, passion, courage, integrity, mentorship, empowerment, reflection, aspiration and commitment. The ten performance leadership competencies are knowledge, vision, strategy, execution, conceptual, analytical, decisiveness, communication, collaboration and negotiation.

The ten apex leadership competencies, apex leader being leader of leader's wisdom, stature, innovation, intuition, inspiration, nurturing, networking, ethics, objectivities, socio-economic purpose.

If you have the occasion and time to go through any or all of those ten books you will find that these thirty leadership competencies are expressed through their doggedness, their commitment, their passion, their way of doing things, their way of growing the businesses, and their way of fighting against odds, and their way of contributing to the society as well.

Therefore, these thirty apex leadership traits must never be forgotten by us having learned them through this course. These make one, a complete leader a leader who is capable of leading businesses led by leaders to greater heights. With this we come to the end of this lecture and I look forward to seeing you again.