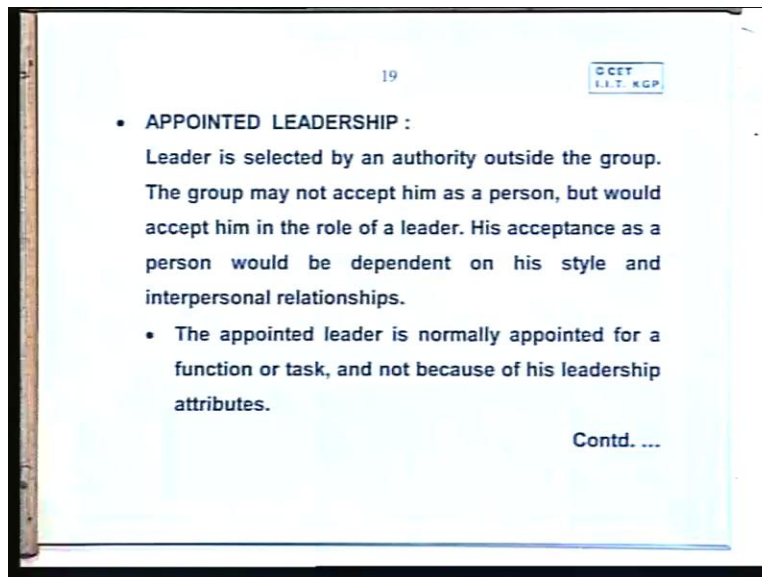


Leadership
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Lecture - 04
Leadership Behaviour: Emergence: Leadership and Trust

Thing you had an interesting discussion these discussions will help in the case presentation all right. So we have already discussed whilst we were discussing emergent leader or what is the other one and that is the appointed leadership all right.

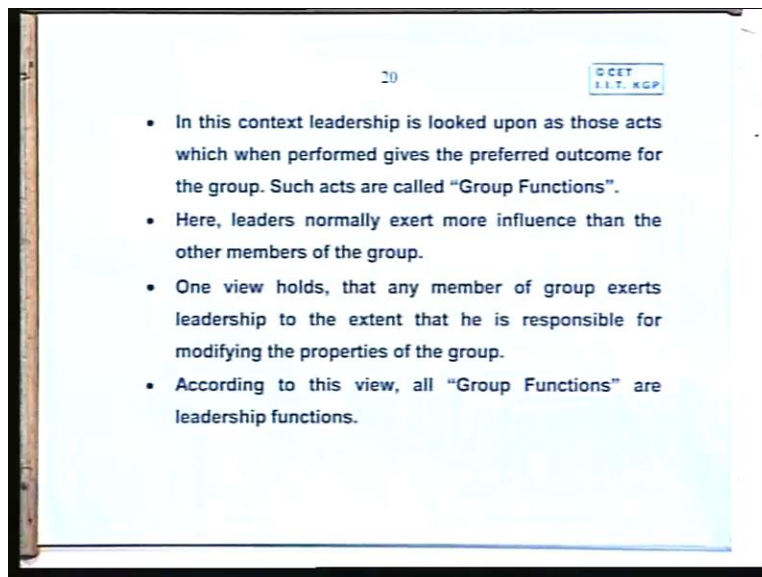
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So leader is selected by an authority outside the group and the group may not accept him as a person, we also discussed this but would accept him in the role of a leader because you appointed cannot do very much about it. His acceptance as a person would be dependent on his style and interpersonal relationship. So the most ideal case is if you have an appointed leader who also has a style of leadership and skills of interpersonal relations which would have made him eligible even to be accepted and appointed by his own group that is the most ideal case that is what you should strive for, the appointed leader normally appointed for a function or a task not because of his leadership attributes

this is very important is not it in every organization company, you are any organization even educational when you are appointed leader you have appointed for a task is very clear to you, why you are appointed is not because of your interpersonal skills most probably why you are appointed is because you have the qualification, you have the experience, you have a track record where you have done good performance. So it is essentially task and performance orientative kind of an appointment where you have made success in the past. So it is assumed that if you are appointed in this organization in this position you will also succeed on that basis.

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In this context which context the appointed leader context all right leadership is looked upon as those acts which when performed gives the preferred outcome for the group.

Now what does mean it is what does that mean it means that what is suppose to do all right if he does it he looked upon as being a good leader if he has to make 15 percent increase in profits for the company next year and he does 20 percent, the outcome he is consider he has provided good leadership an appointed leader such acts are called group functions. So when that happens who gets the credit the appointed leader or the group both why are you so different in it you are not sure about it say loudly.

Student: Both.

Both, why both?

Student: Sir because without group group effort the leader would not have achieved these goals or without the leadership would.

Quite right, quite right because of the effort anything else there is something else because of the goals, you know when the task is given the profit of 20, 15 percent is it only given to the leader, no it is given to the whole group is not it so therefore it is a group function in that sense the entire group has to give that outcome and the leader gives some inputs to that outcome so to the other group members and then here the leader normally exert more influence than the other members of the group.

When he says more influence what does it mean that means he has got decisional authorities all right which are little more than other members of the group, he can allot resources see which others cannot so in that sense you can influence them more but it is still part of the group, one view holds that any member of group exerts leadership to the extent that is responsible for modifying the properties of the group, what does that mean you are group of 10 members let us say, this view holds that out of the 10 there is one member who is the manager of the leader.

Okay the others are within the department but any of those 9 members exerts leadership, exerts leadership that means he can play a role of leadership to the extent that he is responsible for modifying the properties of the group, properties of the group say one property what could that be one crop property of the group could be that the group normally use to be told what is to be done by the leader and that is how the group acted say one member of the group, he could bring about a change and what was the change that there should be meetings every months and at the meeting there should be some agreement on concerns and what is to be done what has he done in effect he has exerted

some influence with changes a character of working right which may be termed as property of the group.

When he does that he is very process of doing it has been one which is the leadership role this is the view which is held how many of you hold this view, feels good know that you may not be there head of the department but you can play a leadership role at times not it.

Student: Yes sir.

When you give suggestions to your boss and he says it is a good suggestion and he implements it do not you feel good what have you done you have influenced the group in that sense you have played leadership role, you could have been sitting in the bosses chair and brought in the same outcome which he has accepted from you. So another tip I will give you if you want to raise in your career always try to play a leadership role and one way to do it is always to try and put yourself in the functions of your boss, one day if you want to be aspiring to fill that function how best he can do it if you or him giving those suggestions and that is one way one frame of mind which you do throughout your career, you will find you are always your sights are not down your sights are up whatever is the role which your boss does try to help him to perform the role (()) yeah it effects very well very much it effects.

Student: No sir, what I am try to say is that if he tries to put himself in shoes of boss.

Yes, not shoes. No you got it wrong not even slippers, what he tries to do no, what he tries to do is say has boss has a set of functions he has a set of functions right, he tries to help the boss to perform the bosses function better not to usurp his functions to assist him can you give an example, you yeah, yeah.

Student: Sir, taking initiative for any work sir like if there is an order or it is project sir

then taking initiative preparing the proposals for that project may be the work that you are thinking that boss you will ask for this one, so in way you are doing that work in advance.

Good example he proact do not wait for him to tell you proact do not react.

Student: Sir there might be situation.

Yeah.

Student: Where in the enthusiasm of doing the jobs like this you might be taking some risks what I mean by this you might sign on the of the company somewhere where your boss would sign.

Sure.

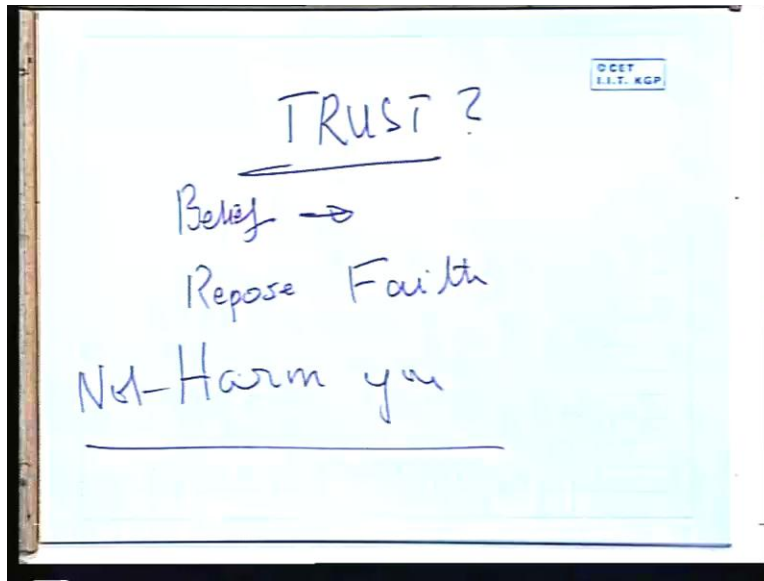
Student: And if something goes wrong if your boss nearside the collective report by the upper management would you have come as a savior they are not come.

No, if you will come a good management support even if you have done wrong they will support but blow you up you know and it may effect your next year's reward or it may not effect because many good managements they appreciate this kind of initiative see what could be worst thing in a manager this is the view held by many top management, it is for a senior manager to be risk averse that means you are unwilling to take a risk that is the worst situation that can happen because that just freezes up the entire company.

See the business of business is risk taking basically is it not what is entrepreneurship taking risk when you see an opportunity and each of us has what I call I always call it a risk coefficient that is the degree to which you are willing to take a risk and it is in all walks of life usually those who succeed in business all right research I shown they are the people who take acceptable and considered risk not rash.

Analyze get your facts and then take a risk without risk taking you are not a leader you have to risks but do not try to do the bosses job help him to do the job okay now according to this view group functions are leadership functions. Any questions there is another aspect of leadership which is very very important and how you emerge and that depends on trust now everyone of us is clear about what trust means can a can anyone venture a definition of what is trust? Why are you smiling Polash what is trust? Definition, thinking of a definition.

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Student: Sir the belief that.

Belief, so it is a belief it is not a feeling it is belief that is very good belief it is a belief that.

Student: Other person act in a particular way the way I would I have think off I think off.

That other persons will act in a particular way can you amplify it a little.

Student: It is something behave.

I can see everyone is thinking, thinking hard.

Student: It is something like for example.

You trust me when will you trust me let us make it simple.

Student: When I repose faith in you.

You repose faith in me repose faith what does that mean it remains do you come and tell me sir I repose faith in you, what does that mean actually, actually reposing faith, trusting someone is the belief, the strong belief that that person is your well wisher will not harm you in an opportunistic manner okay. If you do a wrong thing he may punish you okay but for extraneous reasons some selfish reasons he will not harm you that is faith, whom do you trust most you near and dear relatives right or wrong, why will they harm you, what do you feel?

You feel they will not harm you is not that why trust them say your own brother if you did something wrong your are in at little of jam you will go and tell him this has what is happened why will you tell him if you did not trust you him will you tell him because the moment you tell him that you become vulnerable, you are telling him something which can get you into trouble but you have told him that what happens then you trust 30 years along the line you know you are married, your brother is married, you are 60 years old, he is 65 years old and then the parents are no more the property is inherited by both the brothers. Do you still trust him (()) think about it have you heard of property squabbles in best of families.

Student: Mahabharat, Mahabharat.

Mahabharat, yes but not going into such exalted heights I am saying average middle class families too these things happen.

Student: Big family.

Yeah, these are all big families, big families it happens all the time is not it where there is money lot of money lot of wealth it happens then lots of trust happens among siblings but even a small families just for house or something how much loss of trust and faith and scowling goes on. Now as a manager coming now down a into a managerial setting do you think trust is important for leadership.

Student: Very much.

Very much who should trust your subordinates.

Student: Coordinates.

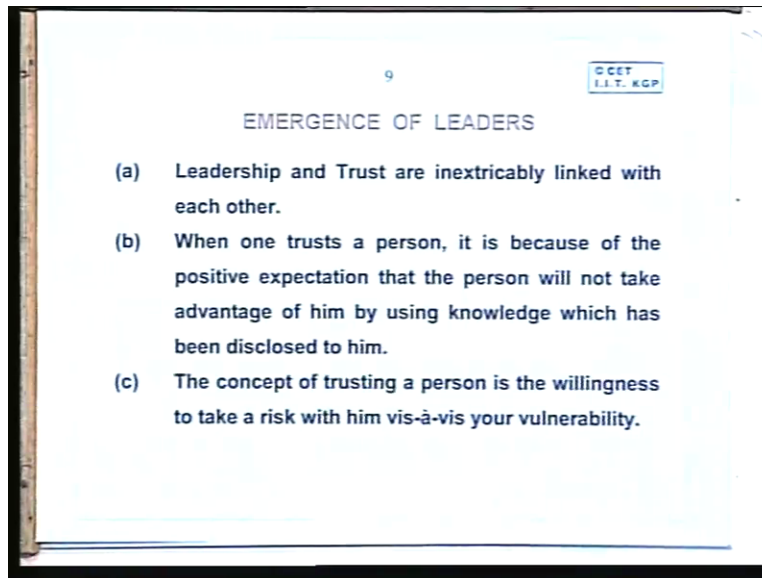
Superiors peers who should trust you, everybody but how can you how can you make that you have to be goody goody just do what everyone wants you to do is that your role as a manager, can you succeed primarily subordinate then if they do not know about you Gaurav the chances are they may trust you because they do not know much about you or they may not trust you right why this sudden so mirth Neeraj, you see what we are debating is that out of these trust three three levels one is your peers, subordinates and superiors according to Gourav's view most important is to have the trust of a subordinates and the next is of..

Student: Superiors

Superiors and last is peers does not really matter even if they do not trust you. Actually, I mean I think it is it is infatuous to debate this point basically if you are trusted then you

are trusted I mean it can be a little trust or more trust but if you are trusted all right the chances are you will be trusted across the board.

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So leadership and trust we agreed are inexplicably linked with each other cannot separate the two you will not accept someone as a leader all right in your heart of hearts truly unless you trust him he may be appointed leader okay you cannot do anything about it but in times of trouble all right there are many occasions when people in terms of times of trouble come to their manager not as the boss but come to him as a human being to take advise if that happens then you can feel about it because that means he has come because he trusts you to give good advise otherwise he will not have come to give okay.

When one person or when one trust a person it is because of the positive expectation that person will not take advantage of him by using knowledge which has been disclosed to him “knowledge is power” you have heard about that knowledge is power knowledge gives you a lot of power that is why in many bad managers poor managers they withhold all the knowledge with within themselves they do not part with it even to their

subordinates you know they feel insecure subordinates may do better than them, you have had that experience in companies.

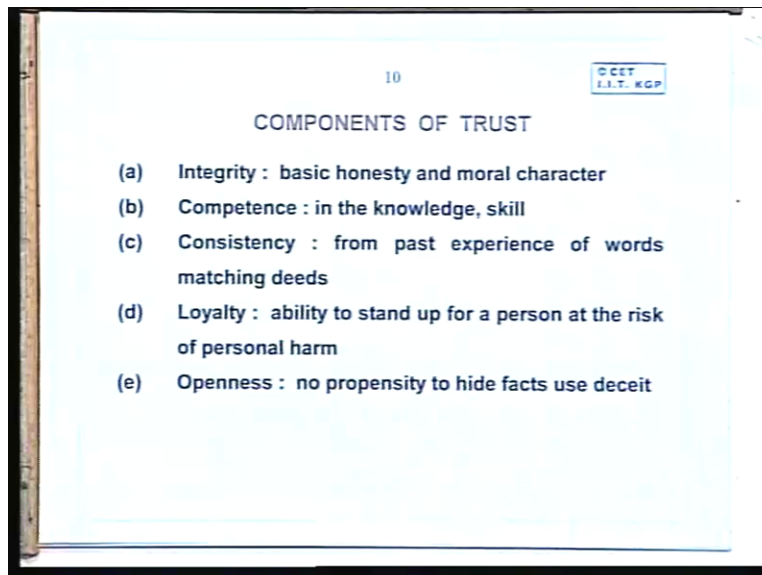
Student: Yes sir, not. <a_side>

Not much you are lucky what happens when you have a boss who is like that what is your strategy.

Student: Would be bosses boss.

Bosses boss that is one strategy yes what else you have forgotten what was taught in this subject individual and group behavior, bosses boss is one yes what else there are many ways in which you can politic is not it, may be you do some politic you try and acquire power which gives you influence to get yourself promoted. The concept of trusting a person is a willingness to take risk with him vis-à-vis your vulnerability any questions, no questions.

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Look at this, this is some of the components of trust, integrity, competence, consistency, loyalty and openness, what is integrity, basic honesty and moral character that is integrity. Competence in the knowledge in skills when will you trust someone who has competence in knowledge and skills example Rohit give me an example. You are taking a flight from Delhi to Omaha Nebraska, you have that command of the pilot you know whose is flying in the aeroplane, do you trust him if you did not would you take that flight you will not take the flight, why do you trust him.

Student: Because he has got that skill.

He has got the competence skill, you believe that you know this is not fly by night airlines it is a good you know I do not know which airlines did you fly.

Student: Northwest.

Northwest.

Student: Northwest KLM.

KLM all right, KLM not doing too well but northwest is all right. So that is it you you know the skill and you have faith and trust in the competence, loyalty, ability to stand up for a person at the risk of personal harm that be get trust can you give me an example you are manager all right how do you and you have subordinates under you how you get trust from them they are loyal to you what happens then you have recommended for the promotion which you strongly believe he should get it is turned down by a boss and what you do? You say boss I disagree with you I want your permission to approach your boss because I am going to fight for this moment you say that, what are you doing putting yourself in jeopardy right but why are you doing it because you have a loyal subordinate who trusts you you cannot let him down. Will you do it some time in your career or you you will simply come and say look I recommended you but boss can lead now what can I do.

Student: Boss that I am going to your boss to fight my .

Right, I am doing it to make my point.

Student: Okay.

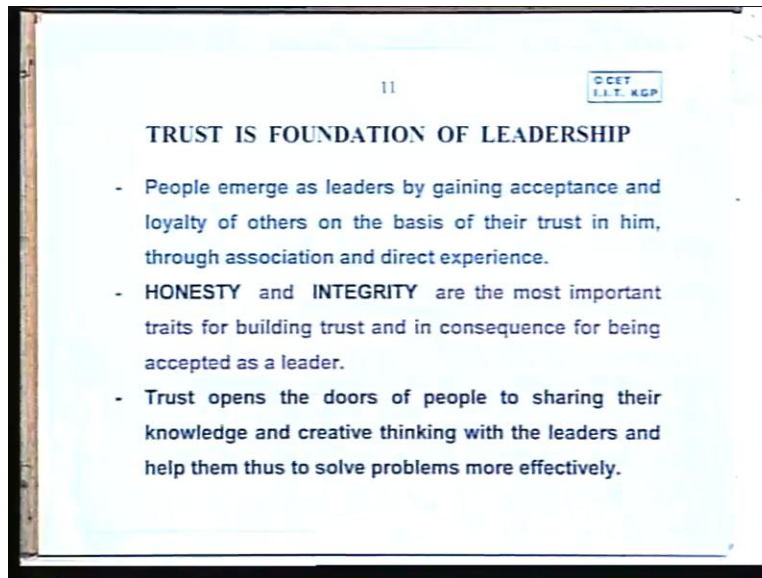
But my point is there are many occasions you see when you have to support your own people in your department and in doing so you may have the risk of some personal harm but whatever still do it because we believe we cannot let down people. Yeah, we will not do it so blatantly our promotion you know but if you are in a government organization as a manager you know you will have to do it because they have through proper channel you have to go you know, you know make an application and in any case usually in government organization or public sector and you apply to another public sector. They will not accept your application unless it comes to proper channel that means you have to go to your boss and say I want to quit this job when you do not say that you say want to apply.

So why do you want to apply, you say for better prospects because that is standard phrase right or personal problem what problem some personal problem you cook up openness, no propensity to hide facts and use deceit in your own class you must be having your opinion of guys who are open straight and guys who are little tricky not to be trusted, it happens all the time is not it. We always have opinions moment we discuss, we have opinions to express and sometimes we express an opinion about someone which is derogatory and we find out at our cost after a few weeks that it has reached its years.

So then you try and figure out you know all right in that discussion who were there so okay Polash was there Gourav was there Neeraj who could carry that tail you know I am told you know Ashutosh or someone and then what happens you feel that this guy I thought of the regular guy, one of these guys at least but it is in the one of these chapters are deceitful he hides you know he is not that open, he pretends he is my friend he is not

my friend. So you stop trusting him so that is also one of the points any questions all right.

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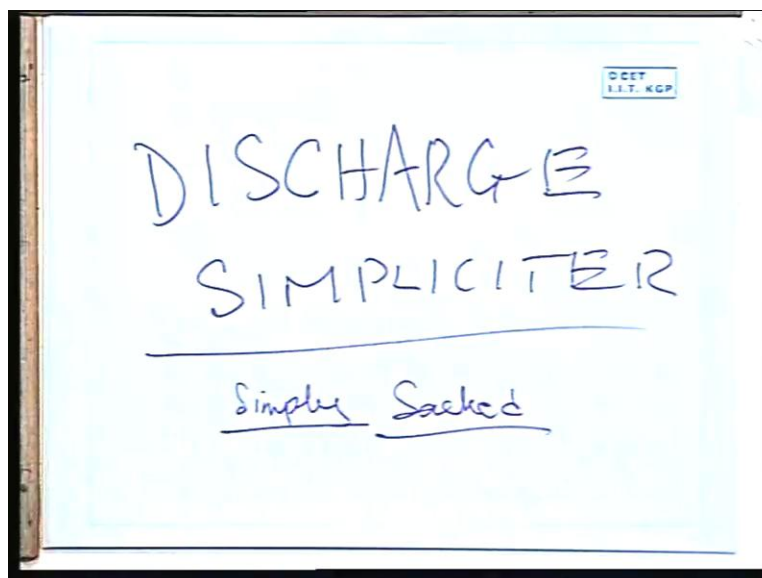
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CCET
I.I.T. KGP

TRUST IS FOUNDATION OF LEADERSHIP

- People emerge as leaders by gaining acceptance and loyalty of others on the basis of their trust in him, through association and direct experience.
- **HONESTY** and **INTEGRITY** are the most important traits for building trust and in consequence for being accepted as a leader.
- Trust opens the doors of people to sharing their knowledge and creative thinking with the leaders and help them thus to solve problems more effectively.

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CCET
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DISCHARGE
SIMPLICITER

Simply Sacked

So we all agree that trust is foundation of leadership it is a very very basic, very basic, trust and credibility if you lose trust and credibility in any person or institution all right that is the end in an organization there is the phrase some of you have worked have you heard of the phrase called discharge simpliciter Latin words, discharge simpliciter, no one has heard. Discharge, it is not it is nothing to do with the battery, discharge simpliciter what does that mean?

It means simply sacked, simply sacked without making any bones about it simply said now what is the implication of this in your own managerial ranks say you find that one of your manager say your general manager you find one of your managers all right has been cheating, let us say your purchase manager all right the reports from suppliers we have given some proof but that proof you cannot it is not strong enough to prove in a court of law or in a internal inquiry but there is substantial evidence that the guy has been cheating the company.

So you call him and say look here mister so and so I know that you have been doing things which you would not tell your mother you will be ashamed to your mother and I can only give this pad just write your resignation here say for personal reasons and I drop the matter if you do not I will you give a letter of termination today then he says why sir and all that if he is brassy if he is not he takes the pad writes it down and goes away because you have told them what it is about this is discharge simpliciter means what it means I cannot work with you anymore because I have lost my trust in you.

Now normally by Indian law you cannot discharge anyone unless he is guilty and prove and so and you cannot prove someone guilty unless you hold a fair enquiry all right but many management say so far as managerial ranks are concerned they are not unionize people, they can go to court there are citizen of India but still they say it is better if you have the slightest doubt about integrity on honesty of your manager to simply sack him if he comes later through courts we will fight him but sack him, you cannot work with him anymore how can you trust him. So trust is a very foundation of leadership people

emerges leaders by gaining acceptance and loyalty of others on the basis of their trust in him through association and direct experience all right, yes.

Student: I mean in the sense there was the locations when I do not want to name but.

You do not name anything.

Student: An example like.

There is a law also which is a law of deformation I will tell you about it later.

Student: See a person there there are in the an organization I feel because real time example, we could see which would quite happily employee who was the CEO of Enron because also others.

Right.

Student: So in an absolute sense he is not he does not have integrity and he is not knowledgeable because he was working for his own behavior and people but his other skills level of other skills are extremely high means some organizations might find very useful and then might not diverge the economy public leader he we have recruited in a place.

I got your point I got your point so your question is that why is he being recruited.

Student: Yeah.

If he is not honest and he.

Student: It is the absolute sir.

Is it that your question, I am reframing is it that that honesty and integrity is not that important to be in a leadership position that is the question even skills and expertise without honesty and integrity can also get you leadership who would like to respond to that they will not last long, will not last long who said that why why will not you last long because he cheat the next fellow right or wrong. I am helping you to answer, he has skills you take him he uses the skill not for your profit, he uses the skill to cheat you and go away.

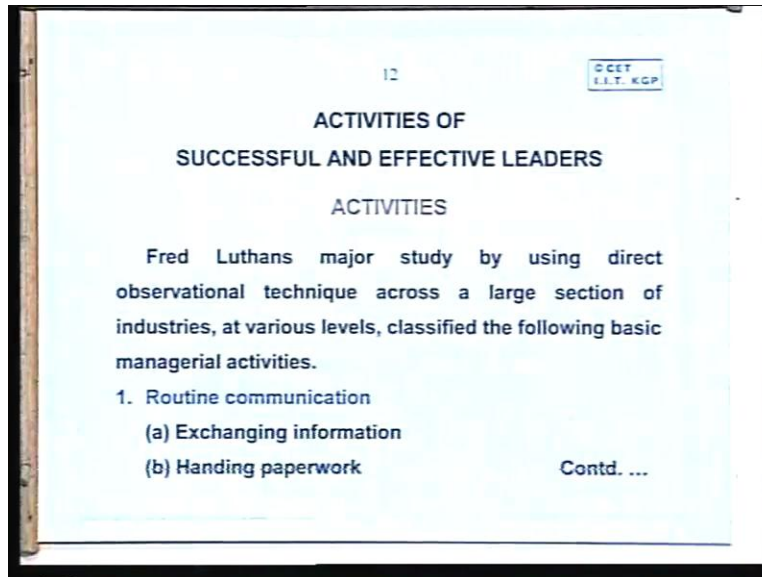
I think that he has given you a powerful answer honesty and integrity are most important traits for building trust and in consequence for being accepted as a leader, what respect you have for your boss who is making money you have any respect, you accept him as a boss but you talk about him without any respect when you as a social setting is it not but if you have a boss whom you really respect because you trust him, he has integrity, he has honesty they have been occasions when others tore the line but he has not in times of emergency which Indira Gandhi had called what happen large number of people.

They simply tore the line you know and did things which you have patently wrong they knew it but they were also refreshing examples of bureau cracks and other people who stood the ground and say sorry, we will not do it do not you respect a man like that even if you tore the line I put it to you will you not respect such a person that I would not do it, I am scared to do it but I respect the guy who can do that. So it is very fundamental trust opens the door of people to sharing the knowledge and creative thinking with the leaders and helps them thus to solve problems more effectively.

Now this is very practical thing if your people your subordinates and you are the manager they trust you it has a practical advantage they will come and share you know many heads are better than one head they share what they know it helps you as a group to do the job better you cannot do it on your own, any questions, any provocative questions Gourav, I appreciate that because you know it wakes up people creates a little bit of discussion, no questions, what Asif feeling little sleepy.

Student: No.

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No, if you are feeling sleepy my theme is ask a question immediately okay now we will come to what appears to be self-evident but lot of research has been done on it all right and the research has been done on two words successful and effective

Student: Sir, we will just go back to the last one.

All right yeah, I saw your deep in thought I was not sure what you are thinking about but obviously thinking about this tell me.

Student: And that might help you sharing knowledge but you might be confident yes if I trust him but no.

Well we gave the example of the pilot or northwest and KLM you know.

Student: No, no.

Whom they trust you .

Student: No I was talking about trust and sharing knowledge I am saying.

Everyone is listening or not because I will ask you just now you better listen.

Student: Trust alone I do not think share the knowledge.

I agreed with you see all these concepts which we are studying they have to be all taken as a complex medium nothing is alone for the sake of discussion we try and isolate all these studies what are they trying to do isolate but in the real life they are all together you know but remember the other thing also say I am a cat burglar I am expert skill at cracking safes okay in a jiffy I can rob you, are you going to employ me as your secretary in your house if you are a wealthy man only on my skill answer is no, is it not because you do not trust me.

So nothing is standing alone you have to look at it in combination, so my answer to you is only on skill and without trust you are not going to hire someone and put him in a leadership position at some time in your company, you know all these particularly senior positions in industry you will find they ask for reference have you noticed that why, why do people ask for reference two things one is to ascertain skills what is track record all right the other is also that is unspoken, the other is to ascertaining integrity because particularly for senior positions you have to be very very careful about putting honest people with integrity why, answer is obvious because they are in a position where they can do I incalculable harm to the company if you are lower down you do not have so much powers but you are higher down by signing a check you can move crores of rupees away siphon it off.

So integrity is very important and in fact Peter Drucker has talked about it at length saying that for senior positions what is most important that is his view is integrity and honesty of the individual even if in the other factors by which we judge promotion

ability, he is not that much but if he is very high on integrity then you can because integrity is so basic of value see that it can all right be taken as one of the pillars of your establishment even family run companies do not they have few family you know the Bidlaws have it and others who are non-family members but they have kept them like a family member they have expertise but that is not all they trust them, trust them with the family money family income. So does that satisfy you skill is a foundation well my view would be trust is more basic than a skill more basic, what is the view of the class.

Student: Trust comes.

No, no I trust you trust is something which is human skill is something which is thought how many of you think it is skills which are paramount and how many think you trust let us take vote on it trust he abstains, there are few abstaintures.

Student: Combination of both.

So you abstain it you you have ambivalent feelings here right . He is abstaining I think he is trust basically you will find it how does you go along I mean we are doing a intellectual cerebral exercise but there are emotions involved here when you do not trust a guy he may be very very skilled tell me.

Student: The function of the skill of person I mean this is the organizational aspect I am not considering out of the office I mean considering a person it is totally a function of the skill it is the what strategy given to you to do.

Neeraj it is not totally it is very much of function you trust him in doing certain things well reliably because he has the knowledge and expertise but we are talking of trust vis-a-vis integrity and honesty, you may be the most skilled person you understand but if you are not honest all right you are great software guy but if you hack and make money from your own bank account then what you are going to do with that guy. I mean trust is very very basic and in any case you outvoted because rest of the class felt but I respect your

honest all right difference in view and I am willing to debate it after class okay after class, yes.

Student: Because there might be situations.

Give me an example let me answer without listening for that your question, can you give me an example where it does not go hand in hand.

Student: No sir.

Then we will debate it.

Student: There can be person is not very honest but when he is working in an organization at that vision because of his skills he is being considered, so here you can trust him.

Well, what is the response of the guy.

Student: We will find that all the all the times because that that will be the trust company will have.

Well this huge department stores they do not trust the public, do not they have notices there, their showroom is under surveillance that is wandering shop lifters you know that you care because you watch in you, coming back to what he said I mean a human being is the holistic kind of person, do you think it is possible that you switch off and become very honest and trust were the when you go to the company or vice versa and when you come home you have absolute integrity, does this sound, we are not compartmentalized is not it, we are so much the the creature of a combination all right, a views, attitudes, values, traits, attributes. So I think generally it is accepted the world over that what you are in one setting all right and I am talking of primary and basic traits and values, primary and basic fundamental what you are in one setting you will carry over to the other setting

that is acceptable. Now we do not have time to start another topic, we will talk of activities of manager next time and then Francis have you got the groups in place or I can all right.