

Leadership
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Lecture - 06
Case: "From Sindhi to Siddhi (Part-II)"/ Transformation Leadership

So therefore he had a powerful influence in his life and that made him adopt the cause of social service is know. So that give him basic source of power and then he knew that just being inspired and talking about your inspiration to others is not enough you have to translate that into action and you have to translate that into practical action. So when he started thinking if I own that the first thing which requires to be controlled is alcoholism but alcoholism is a basis of the economy of that village because they do not have any other source, there subsistence farmers.

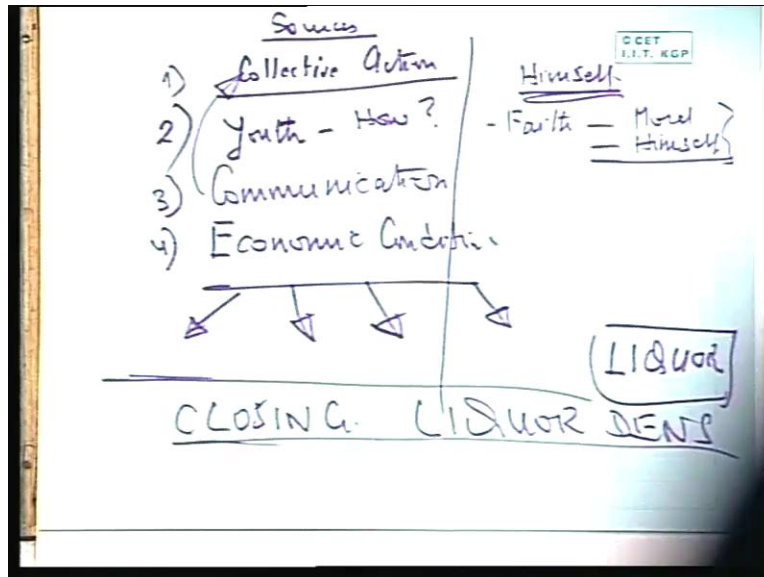
Student: Sir, for a very few, sir but for a population of 2000 sir, there are only 40 branch, so it is a source of money power only 20 percents others are just spending their money on the car.

Yeah but they are powerful person.

Student: Yes sir.

So you going are to tackle them. So one of the ways to tackle is to get public power or collective power as we are saying is not it. Even the most powerful can be toppled what happens during the revolutions of history is not it you have the nobility the kings they can also be topple. So power is a great the populous has got a terrific power of its own. So he is started that was the source, he thought he will approach and within that source again he could handles the youth, youth power is very powerful, youth power can topple governments also what happened in Korea, South Korea youth power is very powerful.

(Refer Slide Time: 02:20)



So that was the source of power but the fountain head of the power for basically that inspiration the self searching from Vivekananda the episode is in life where he did not lose his life they started doing it okay and he of course knew that once you shut down these alcoholism okay you have to then regenerate the economy of the village and he looked at see that is where he is started doing the planning part of it. So part of leadership is not only transformational or charismatic but it is also to do with planning all right and what was the what did he do he to government grants started using them what else did you do.

Student: He started structuring the rural private system early in getting the loans from the government setting of.

Yeah the benefits which are there and which were not used in the in the past is started leveraging those benefits so the village what else.

Student: Community development like building also.

Community development.

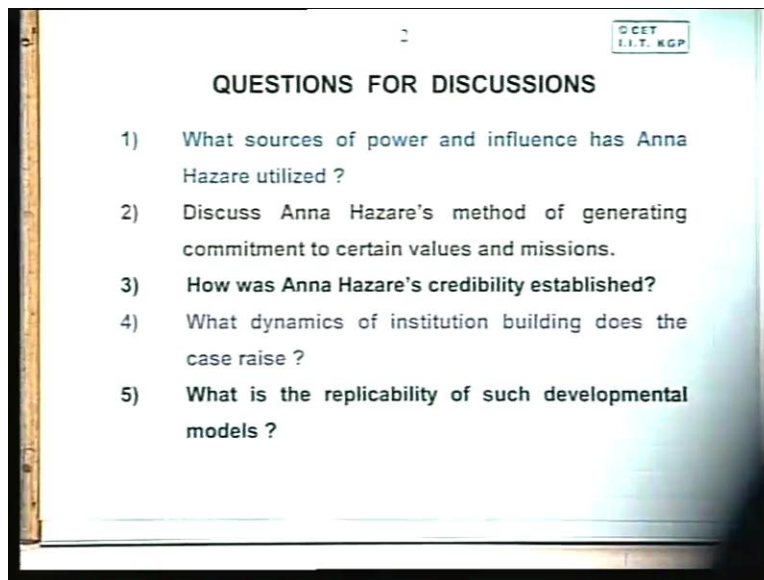
Student: Come and marriages which were end together.

Right.

Student: So next less expenses one family and everybody share overall development of the whole.

What kind of a leadership style did he exhibit?

(Refer Slide Time: 04:33)



Student: More towards people oriented but also people oriented needs of it is of check so last was the.

So discuss Anna Hazare's method of generating commitment to certain values and missions, he had these himself, what was his method of generating commitment.

Student: Sir, one of the real was maintaining and in the in the case if he mention that mister Deshmukh he was he was who is to drink liquor and he has because the.

He is the reformed alcohol mister Deshmukh, yes.

Student: So he gives to values in then he started mentoring so.

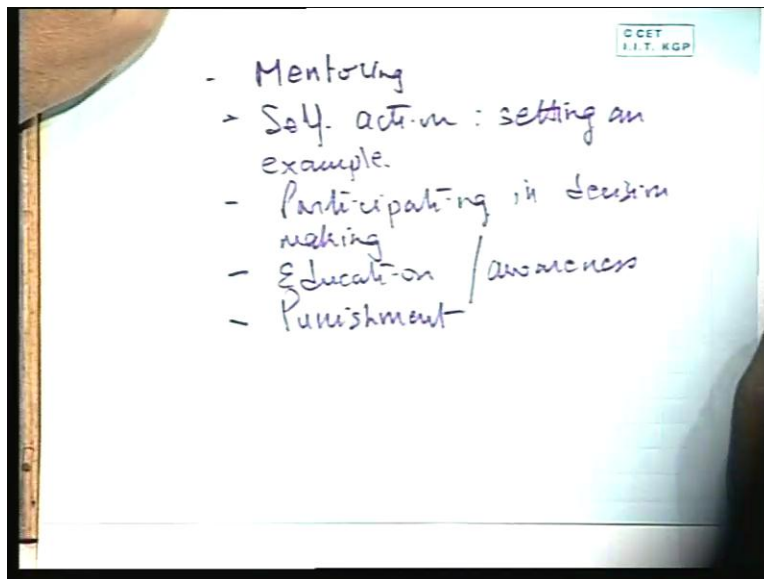
So mentoring.

Student: So other self-actions.

Self-actions.

Student: Sir Selfness.

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Mentoring, self-action by that do you mean setting an example for others, setting an example.

Student: Although sir he involved everybody in getting purposes once patrician was taken by majority then it was implement but it was everybody most of the persons have direct village if your involvement that beginning.

Generating commitment by participating management involved everyone if you involve them they feel a part of this decision and they commit themselves.

Student: Sir educating the people.

Educating people.

Student: Yes sir.

In what way.

Student: Sir many of the people they are do not understand reasons behind them throughout he is he is been educating for youth or try to educate, so a people of social values say a because of Horizons. So basically I bring the social awareness.

Any reactions from this side you think that was lot of the ways in which it will need commitment by education.

Student: Aware weakness he is filled the awareness will be developed it should be 300 kilometer education or on the other socially it was.

Yes tell me first.

Student: Sir, the one of the better solution nothing but he also use physical power.

Punishment.

Student: Punishment.

We wanted to.

Student: Send me then public.

Yeah punishment in two ways one is physical chastisement and the second was emotional all right. Shall we say punishment one of the chaps for two days, he was try to the pole right, how did he get away with it how could we do that.

Student: Sir, I bring not reasonable good value he had in the village. So people move that whatever he was doing so that and there is no personal situation.

Also because punishing them for something which was good for them remember and one stage when he was asked that did you not feel that this is not the way to do it he says does not the mother chastise the child, when they are not doing the right thing. So he is done for their good but I do not know if it is raises ethical questions if someone is not studying here and you will fail do you thing you should time up to a post in Ashutosh Mukharji Allan flog him after three warnings, no anyone says yes.

Student: No.

No.

Student: Sir, there because the education.

The, it will not works here, but it worked there in Ralegan Siddhi it worked why situation was different.

Student: Sir that was try to bring about and that is why people believed the traffic change was required. It is not some it is nothing is very easy to bring a body preparing to get

alcohols to convert there is an although other aspect is develop dependents around it is not an alcoholic process who is the problem. It is alcoholism and how he depends his family that is why he could get say if the public opinion also it is failed.

See there are two issues here I was trying to tell you that in that situation we do work and here in Ashutosh Mukharjee all you do not think in your work but if you at the situation Ashutoash Mukharjee hall where there was the die a need for that person okay he had borrowed money those no earning member in the family it was, I am just trying to pay into a scenario here it was absolutely vitally necessary for him and he was going along the wrong path and you are all well wishers. So one of amongst you the leaders say that here there has to be someway in convincing him. The otherwise his entire family will be ruined okay then in such a kind of situation do you think it would have worked and imagine for a moment that Ashutosh Mukharjee hall was insulated from the larger IIT population.

Student: Sir, in Ashutosh Mukharjee all case where in the.

So he was linking two or three others astray yes Ashutosh you tell me about Ashutosh Mukharjee all.

Student: Whether the level of education in the people is very high and they almost know their goods and bads.

Student: It will not work suddenly he said.

I this agrees with you have to do.

Student: Judgment of judgment statement.

Education often has been seen not to influence how many alcoholics you find within the corporate world senior people with alcohol problem lot of them but they does not come out you know what comes out the blue caller workmen.

Student: Right sir, this work blue.

Ignorance does not make you alcoholic there are other reasons why you have predilection predilections of alcoholism is but that is another discussion anyone would does not agree with me please interact those who support Ashutosh that if you have high education level alcoholism would not have come that is what you are saying right.

Student: Sir, I am saying that if I have been having higher that income level and high education level this alcoholism will not be a problem at all for me because sir my income level is high I can offered to a spend 500 rupees a day.

Yes.

Student: And in spite of that I am able to do the family a reasonable amount of money.

Yes.

Student: Our resources I am saying so that he can prospect or my family can prospect here that situation is totally different he is spend all the earning in the alcoholism so his family is getting affected.

Student: Sir it is not only is money.

Okay let us hear some other, now Ashutosh you have talked let us now here some of the reaction, first Neeraj then Shrivaj.

Student: Sir, alcoholism is a very big problem on the educated and very very big because it is not only the money its behavior how you, how you react to situation.

Okay what he says is alcoholism is not limited to people who are poor and uneducated it is rampant amongst the rich too okay that is what he says and he can probably supported by facts I have also made a statement there is in the corporate world.

Student: He was also saying that what Neeraj is saying I supposed is that monetarily it might not effect the person whose family but it will have definite number one health effects on that person if he drinks to more that is too much of alcohol and number two, it might actually I mean lead to some family problems because if he is coming home drunk everyday that will definitely lead to.

It will always lead to family problem.

Student: Sir, family problem is not a problem.

Okay let us hear let us say Shrivaj, one moment Shrivaj.

Student: Sir, my point was it is only a issue of the punishment that is given for a student who is not study he is getting he is getting, his punishment as he had getting a U grade or getting S grade in that course and having a having to peak that particular course and as much something will back that is in this case in the case of village there the person was fraud may be that was the only penalty imposed that could sort of some the action. So sir it is it is the kind of punishment that you ever required if you plot the students is not know it is no guarantee like he will not mistake

I think the issue goes little beyond that he has flawed in a society here in the larger spectrum or society where such a thing is not permitted here.

Student: Sir, command a punishment that will matter out depends two major things one is the understanding of the individual of his rights and the other is the power that he has or the thing see is see for person who hold a police and reputation, he might do that but in this situation and also I mean what would that village do who is going to this into an alcoholic the police listen to him each kind of stock in the writing and he has to side.

Okay, in the larger sense the state with the laws that they make you know legislation make laws what are they doing cannot the restrict the liberty of someone by putting him in jail no, can they not kill a man also by giving capital punishment based on laws and in many countries they say even if you kill 10 people you are not kill you have to be correct it is the society which decides. So it is a kind of power of society you call it state power now in this in this case he could invoked that there are countries also which have got laws where public flogging is there, is it not.

I think what is happened here he has been able to catalyze and mobilize a kind of collective power as we say right in the beginning which has in a sense legitimized not only in his mind but in all the minds of the participants of the village itself they felt is legitimate is the right thing to do and that was the great source of power that he got Commitment to certain values and missions.

So value is all right some deep conviction that he got and he generated some commitment in the people to some of these values in varying degrees that is why they came and gave him support and went along with him and what he wanted to achieve and missions missions are the values which is translated into specific thing gobar gas plants solar drip irrigation systems these are the various missions and you could get their support you remember what the manager of the bank of Maharashtra said, what did he say anyone remembers.

Student: Sir the payment rate of the loans are.

The payment rate of loans was one of the highest from any village why is that is not it terminally do with the value they felt that is the value is that if you take money you must return it, second reason is they were able to return it because he had gainful employment going on.

Student: Sir.

Yes.

Student: Student also be part as mentions for the case of alcoholism and it look an action can we permitted to giving something the facts are the commuted in the temple imply the there they were commuting that particular action to God.

I think that has a powerful you because they felts that wants the and it is mentioned, they felt that it they break that they will incur the wrath of the superior entity not Anna Hazare but something may really go wrong and here Ashutosh may be right to a simple villager all right it made a very very powerful effect some of us who are more educated etcetera, it may not have such a powerful effect but my personal belief is yes, is still has a powerful effect because anything which is unknown on the entity we is try to be little careful of that anything else certain values and missions was there any criticism we started happening later or any issue.

Student: Who is saving in....

There was.

Student: No saving almost no saving.

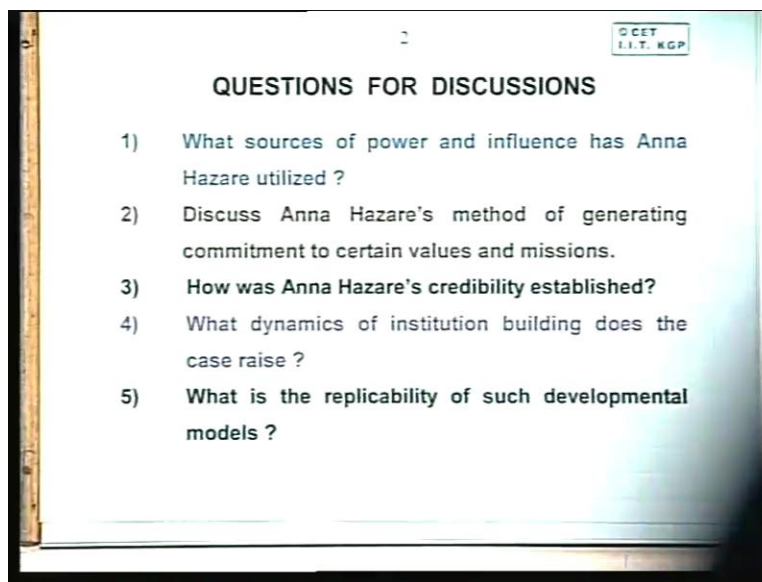
No saving where....

Student: In the of the person that village.

Where does they say so can you read out.

Student: Sir they were more dependent upon every village also sir they cannot function independently major problems was even if he was mentoring one men dependence they are taken loans and they are to repeat his loans in time. So one problem that we face was that the regular day to day income was not enough them to repaid this loans and many even that you have two a day, so around five years this intended to year I mean many founded the big difference.

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Compare to the situation earlier is there any saying at that time

Student: Then a definitely.

According to the case they were much words of earlier

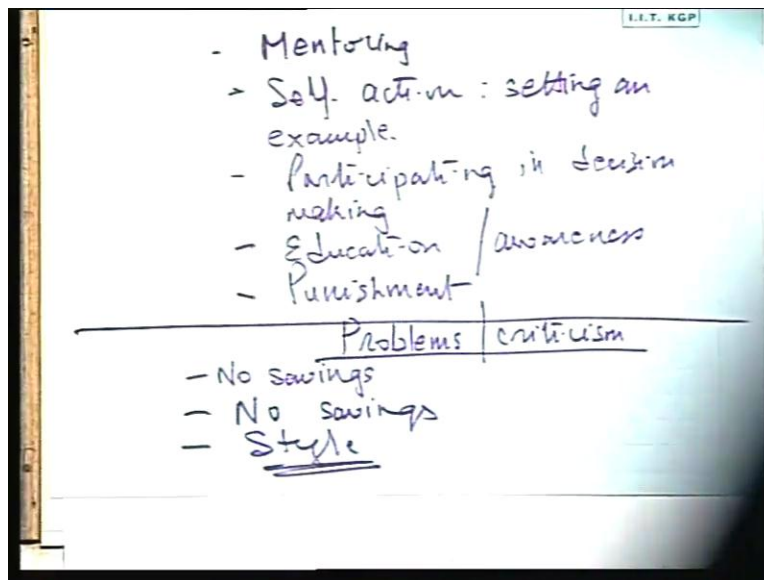
Student: Sir but.

Did you find near Ashitosh?

Student: Some complaints from, to the family had it is on the last page yes, the family had no savings at all to hope to get away from the hand to mouth existence by taking up a job in the city the supervisor of the village who is looking after etcetera for him a this is a code.

I, my interpretation is different but I want some reactions have you have you understood what is reading from one of the supervisors yeah

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Student: Sir, he was one of the volunteers.

Volunteers there something which is in the case which was read before that before he says it.

Student: Sir actually are what I felt was this part to have written some form of his technical bound to wisdom of taking such training loads all together.

Okay.

Student: With goes on to say that said our family has not join the project to increase in profits or not benefit in the villages by relating the joint the relation scheme he tell the managers to needs a day that is for you working hard, this profit go toward loan repayment before he is not tolerated maybe things will improve after 5 years but that is too long time to weight for in term the benefits upon labor.

Yeah, so there was criticism. Now you may you may agree or not agree, 5 years may be too short a time or very adequate time to live in prosperity there after but they seems to be when the good things have happened, they seems to be a little bit over opposition which is coming in why earlier they was in opposition.

Student: Sir these may be the persons who are enjoying much more prosperity before before this thing happened.

There was no one if you look at the case everyone was poor there accept the.

Student: The one.

You mean these are some of the.

Student: Give it sir.

Okay.

Student: Case did not seem to come down from what they were. Sir because did the one of the reasons mainly equal has always that is the tension to live in better condition than whatever needs right now.

Sure.

Student: So right now means that there was just repay the loans etcetera and these things that if should needs happen to make some capital it is better that is why he might be thinking.

No if you are.

Student: Hard I am getting all the money.

If you are talking about the supervisor I think if an insecure in trying to do the job because remember when Anna was away, he did not want to take any decision. So I wanted to know that why, why is that happening, what is Anna's style?

Student: I do not need delegates.

He does not delegate if you read a few lines before that Ashutosh, you will find that very clear he is in fact running away from there. So that it does not have to take this responsibility maybe he was in a situation where he has to take some decision which will be criticized if you took it, if he did not take it there is something it maybe go wrong even more. So it is like you having a boss every decision the boss wants to take but he keeps telling you when I am not there, you are in charge. So you are frightened, so you hope that when he is not there you are also not there you do not have to be within that position.

Student: Suppose it is written better paying job that means yours.

You are the volunteer.

So what was happening look at it I am look for new answers here there was a bit of criticism which was happening why, why?

Student: Naming his style of function.

Style.

Student: Style was.

Now we come back to the style using the situation has changed a little.

Student: Yes sir.

When he started the temple renovation and now.

Student: Is the difficulty pattern?

Now as you as you say as you along the taluka you know you find all arid waste hardly 8 inches of rain fall it is suddenly you turn a corner and you see lush green fields you know so this is the huge difference between what it was in 79 or 75 and 89, is it not. In this 14 years, a near miracle has been rocked there all the wells are there full of water so they has been a drastic change in the environment agreed or not.

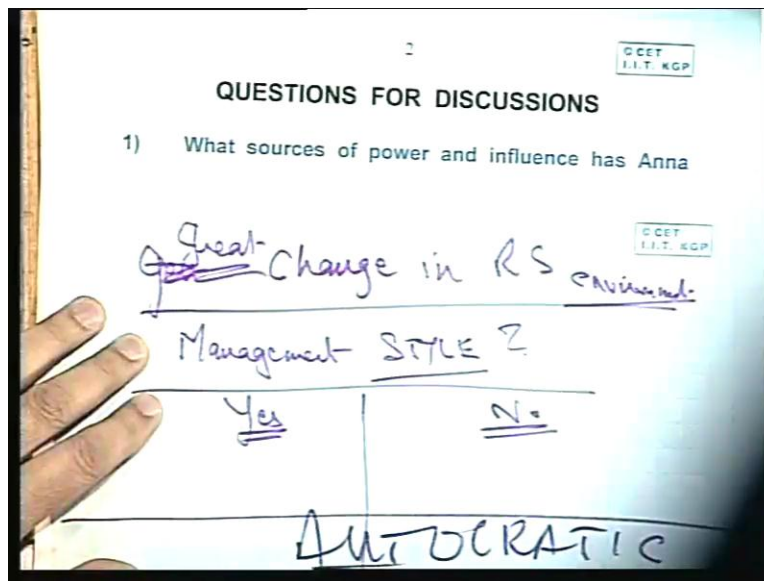
Student: Yes sir.

Has a management style changed?

Student: No, yes.

Yes all right. Let us see someone says no someone says, yes environment gentleman has changed because remember in the beginning everyone was all for. Now you are hearing a little rumbling here and there few steps are going away, so I am trying to find out what is the reason.

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So we have a change I would even venture to say a great change, a great change in RS. So environment and what about management style, management style, any change?

Student: Yes.

Alright, Polar says yes there is change tell me, what is the change?

Student: Sir, Anna Hazare first started building the temple, he started only is on he did not fall for the labor of others it was just that inspired by the by his idles they came of their own by but now we find that in every small decision in the village even the election of the panchayat members

is Anna Hazare who has the last word so his position has changed from a leader I mean it was we can say people oriented even now he is people oriented even now is people oriented it is not that he is not only that his position has changed in the village then he had no position and he try he was building and but now he when he has built up his good will now he is practically controlling the of the entire village so this power has changed totally.

So are you saying then management style has changed or not changed, I am not clear developed it has.

Student: It has, management style has change because at that time he did not yield that much of power so he have to relieve on.

You will it lot of power he could just with people tie them up to the phone.

Student: When he was building the temple.

When he have started of concluding is in that was the initial state I am referring to the initial state only that one will but slowly like his power went on increasing and now he has become.

You think he is become autocrat now his style has changed.

Student: No I am not...

Does not participate anymore...

Student: I am not saying that only that people cannot take decisions without him.

So he is autocrat has he delegated anything.

Student: No sir I am different on that. He has not become an autocrat.

Then they are made them an autocrat, the system has made them.

Student: The system is like that right.

What happens to us then say we become an entrepreneur like Arjun Malhotra all right.

Student: They were become totally dependent

And then we build up a huge company when we have small see we have one of the regular guys you know you all work together it is a small team and so on but then when it becomes very large what happens, say dean VGSOM now you can meet anyone door is open you just come in but say we have become you know we have 800 students, 400 per you have got 4, 5 buildings all around you have 4 hostels, 5 hostels, is it possible then to have the same kind of atmosphere no, open door you will have people coming in and they want to time for anything.

So with the growth of organization all right the system of style a style of management etcetera which was there when it was small and when it becomes very big there is some change which comes within that they are also apart from physical size and structure of the organization the underlying fact that when you become bigger and you are had a big institution, you feel more powerful and you have more power and have you a heard a phrase that power corrupts and great power corrupts greatly and absolute power corrupts absolutely.

So sitting there on top of very big organization we have a sense of power then and then with that what happens sometimes you get little insensitive to the lonely people who are below you know 3, 4, 5 ranks below and then sometimes you know the very powerful they also develop a kind of megalomania which is delusions of more power that means

only I can take this decision others will may sit up do you think that something like that is beginning to happen here. Yeah Francis.

Student: Sir looking at the other side not the manager style when we are in the starting we will talk about connective action. So the commitment of the people because in the basic needs are not made because higher popularitive action where has the basically to all cover it to a just a incremental leads that they wanted in the their commitment to the much less sir.

They thought someone else will do it.

Student: No, the need for this action was there basic need for already covered have for much but it works two ways when you have a lot of wealth and a lot of power and there is a large number of you as that you try to exclude others, you know if you are sitting on an Ireland like some of these countries first world counties there millions of square minds or natural resources and they got just a few million people there then they jealously guard you know there emigration policy and so on, do not want people to come in does not it work also that way, collectively they all support it policies.

Now president Bush has given call for war do not you think collectively the richest country in the world they are all say yes, we should go for war very few are saying no, so it works both ways but I do not know somehow I suspect there is a little bit of whispering and rumbling which is arising in this Rs village because the condition has changed drastically it is a model village now you have got visitors in fact there is another bit of little criticism which is there in the case because Anna has ordered that any one who comes as guest they will have free hospitality, this that everything vegetable... all free and some people are saying that every day there are too many guest coming and who is paying for it, the tax payers, so do say no that also is a bit of criticism.

Student: Sir, actually regarding Anna stage of leadership style of Anna Hazare that will explicit he is mentioned in the case but from the is of the case it seems as if they was also a change in relation step.

In what way, yes.

Student: It says and the surpanch Anna all though the appointment is made by the village Sir, it becomes like when he started of it is more commitment you know a lot more they were lot of discussions and then they came up with the.

I did not judge well is it very much like Pervez Musharaff the general yes, the choice is with Anna but the appointment, he will tell the people all right? I have chosen so and so now you appoint him what else is it is it participative management, is it democratic totally autocratic everyone agrees.

Student: Yes, no sir.

No, good.

Student: How was it?

Very good, tell me.

Student: How does we make the choice fundamental?

Good point, how can you make the choice?

Student: is got good rules to make the choice.

Like what?

Student: Like he says those only those who are preparative work for the village.

No groups but who makes the rule that Neeraj says.

Student: Make the rule.

He makes the rule themselves you agree. So we all vote for saying that Anna has become totally an autocrat.

Student: Sir he was.

These are any extenuating circumstance; you know I suspect it is, this 15 years in the army which also gave him a command control kind of a style, I am surprised none of you has mentioned this do not you think. So this army background remember he unlike his other fellow villagers he had a long stint in the army and what is the style in the army Command and control style of management and I feel that he has brought that with him.

Student: Sir if that.

For a good cause no doubt.

Yeah

Student: That is the case of that attitude should have come from the beginning not after it was there.

Was not there.

Student: No sir I do not agree sir because when he said they had discussions the person who is got a manage of army would encourage discussions.

Army also discussed general discussed and modeling.

Student: Not with the not with the junior sir, not with the support.

How do you know it discusses with subordinates now, I think in the case I have got now you see in the in the old days when Anna first came he used to be there slowly the temple was renovated people came it became a focal point and a gathering place many issues use to raise there he also used to tell them what he read in swami Vivekanandha's teachings and people used to listen and then you say if I want to begin a transformation here just discourses and talking about value is not going to help, I need to translate these into some action and what could be these actions which benefit these villagers if they do not benefit the villagers, they will not have any motivation to do it then he says the thing that will benefit them at least for every drunker they was there, there was the wife proudly two or three or four kids okay.

So the large majority or populous is going to support his view that stop alcoholism that is the first mission he took how did he go about what was the managerial style there, it was a, I would term it as a participative autocratic style, he involved people were convinced that yes we should stop it but he was a man who says that look we will have and its backs of a bureaucratic system like we follow in companies cannot dismiss anyone without enquiry all right but you have to have 3 suspensions before you can terminate everyone that means first time misconduct charge sheet domestic enquiry, found guilty given one day suspension. Second time happens two days suspension, third time four days suspension after that terminate but do it with the union becoming a side.

You call union and say look this man is doing this this this I give up as the manager here it is your job now because finally if he is dismiss who is going to come into problem not me is going to be you guys, he will come to you know for in statement and you know as responsible people that you cannot come and ask me because I am not going to do it.

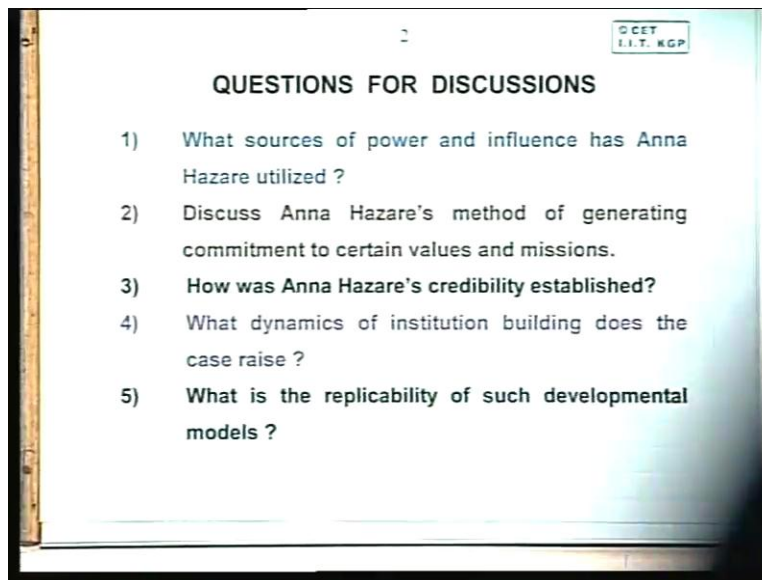
So go and improve him so you show the sheets you know of participation, so that finally where you dismiss him, they are already prepared you laid the grounds and they do not

come and plead on his behalf, was it not doing the same thing shall we go on to the next question. So it became an autocratic style, we all agree except Polash and what you do in an organization when you passionately disagree with something which everyone agrees and the boss says, no I think we will adopt this course to the action what do you do?

You know what I wish to say if you are a unionized person you go on strike, if you are a responsible manager you quit and go somewhere better or ever choice.

We are good soldier fall in line and go down to your managers below and do not say big boss, no then you are not a manager any more then you have to say the same things to convince people that is the responsibility of a true manager otherwise there is no difference between you and the blue collar or the white collar worker remember that and in fact when you promote this is what my advice to you look at the attitude of the person who is doing the good job, attitudes are very important particularly, when you promote people into the higher echelons of management, attitudes, values, integrity these three are very very important right.

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QUESTIONS FOR DISCUSSIONS

- 1) What sources of power and influence has Anna Hazare utilized ?
- 2) Discuss Anna Hazare's method of generating commitment to certain values and missions.
- 3) How was Anna Hazare's credibility established?
- 4) What dynamics of institution building does the case raise ?
- 5) What is the replicability of such developmental models ?

So slowly you see how time passes how was Anna's credibility established. We have discussed that already by two or three things one is by example, we have said that right by the fact that he did not have anything to gain directly himself he was doing it for society that was a reason why it was credibility was established all right and the third thing nothing is success, when he took up this missions you know the fact is that is eradicated alcoholism from the village, does not it establish your credibility okay what dynamics of institution building does the case raise, dynamics of institution building, you want to raise a great institution, you want to make VGSOM into a great institution within the first 5 business schools in India, what dynamics of institution building do you employ?

Student: Sir social organization.

If you give me this management advice I will be most grateful gentlemen we are trying to build this institution now.

Student: Sir develop a kind of social ownership on the villagers like the case of train banks develop train banks so that they can...

Yeah that is specifically what you get but what is the underlying principle, what is he doing really conceptually, let him answer then I will come to you.

Student: Sir Sense of social responsibility or social ownership that.

Cooperative or collective power that is the principle is using okay, so you can do it you can make it happen so tell me.

Student: Sir.

How do you build great institutions? What are the dynamics? First you have a what you have a vision and then you need to permeate that vision into all the people who are in the organization. Next what you want you want to have commitment from that, is it not and how do you get that commitment by involving them in making things happen, making things happen has two components. We always think of the decision component but there is a work component also know, you take a decision but if is not implemented and implementation comes from work by teams by various people working together so you make things happen and then what you do things have happened but you are building an institution which has to endure. So how do you make it endure for years and years to come into the future?

Student: Sir, one way was to bring about common economic interests.

Common economic interest, do you agree I think that is correct once you have a stake collectively in economic interest you would not like that to be dismantled or to collapse any other way?

Student: other way was is communication with the this with the external environment particularly the government and other stakeholders and building a communication.

Communication.

Student: High light in this particular village has I modern of.

Right.

Student: So it is all the available opportunities to the village.

Consider another point you know here this is the slice in time which is only 14 or 15 years but say you want to build an institution which goes on for 100 years, 200 years, what else have got to do.

Student: Sir I have to prepare my successes.

Successes yes, succession planning has Anna done that not yet is he going to do it.

Student: Do not know,

We do not need but we do not think so any other thing that you do when you want what are the dynamics of institution building vision is there translate there into a mission right involve people and get commitment from people and get commitment from people into the organization with that commitment build a culture then build systems and procedures these are the structural elements which are then institutionalized that is not dependent on one person do succession planning bring in a learning organization.

So that whatever has being done can continue in the new environments which will come in the same for the same institution because things will keep changing and so that it happens okay and what is the replicability of such development modules, this is just what we have been discussing just now, can you replicate this in other villages because as a planner okay our public service if you are a bureaucrat if you are in government, is not that a very important question is it or no?

Student: Yes sir, we can replicate but in a more way and sense are example is there we can show that example and follow sense when Anna was developing this village he did not know the where he will a land of so he adopted some things like the of related this this model can we found to other villages. So this can be adopted. Problem is the here Anna as the central team then we thought Anna there is there is nothing that is how that is what is happened after 15 years now.

Okay I got your points.

Student: That is the central thing it should be the next until.

What he saying, is it is a good question, whether you can replicate it because here this happen this transformation happen due to an inspiring leader all right. This was the transformational kind of leadership was not it, he did not marry he had a passion, he had a mission in his life he was truly effected by a powerful experience and near death experience, in every village can you find such a person that is the question that is what he is saying that here it could happen because of special circumstances, it is not easy in village after village a 500 thousand villages of India to get it.

So that is something which you have to consider is seriously that exactly a similar development model may not be possible that is one view, another model maybe possible we can have three, four MBA's with Neeraj leading team leader all right, no there are many MBA's who from I am Ahmadabad etcetera have chosen to go and work because is very satisfying for certain kinds of people with some values to give back something to the nation and that can be another model you know where you are professional people all right with a certain value system but you do not have that charisma your strength is expert power, embedded in some values such people can be another model right or wrong, any other we have two or three minutes before we wind down.

So this case do you thing we have discuss this case adequately or not. We have this is the basically a case of transformational leadership okay and it brings out various issues of leadership style, the leadership roles which we have to pay the activities of a leader all right and the similarities between a leader and the manager because many of the mundane things which you accomplish in a mission are really management functions all right. So on twentieth, we have the assignment this and two days before that the case will be given I will give you a email giving the ground rules which you are just agreed upon. Thank you very much.