

Leadership
Prof. Kalyan Chakravarti
Vinod Gupta School of Management
Indian Institute of Technology, Kharagpur

Lecture - 08
Competencies and Skills of Leaders: Issues in Organizational Leadership

Jamnagar, did any one visit Jamnagar when the refinery was under you working, what did you what is the kind of feeling you got there we got an overview, huge right and what else it is a interesting view you know, it is an insider view from a small you are one part of those three lack people working there.

Student: You see lot of construction everything.

Lot of construction everything.

Student: Everything sir, everything.

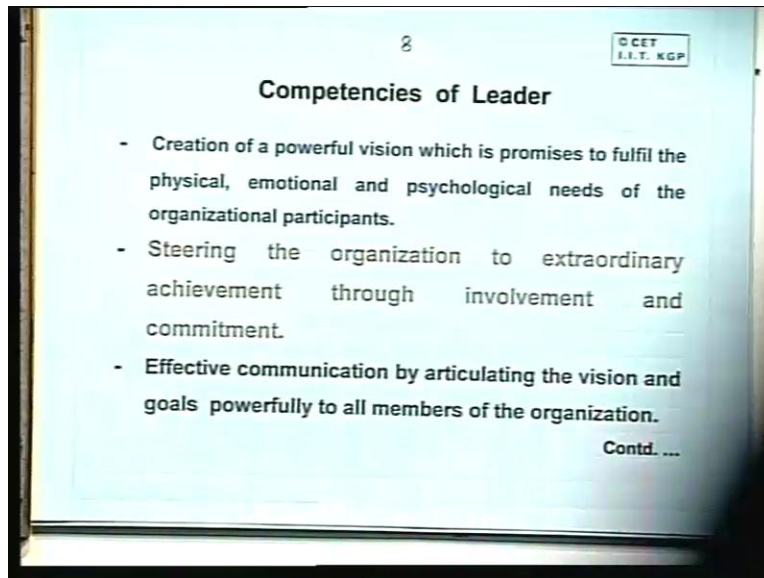
Yeah, but did you have any did you have any knowledge of what was the plan for that project, how many million tons you know the employee at large was that given to you there was a share, what was the time target that was set all that by means of a film when you first join okay, okay and did you feel any excitement, you cannot relay, there is no feeling of excitement of being involved in whatever small a way in one of the largest construction jobs in the whole world.

Student: When it is said that it is the largest immediately you cannot relay to the largest term but actually go there and see what, how large.

Quite right, quite right but it is one of the greatest achievements in a country which is being used to time overruns you know and cost overruns in every project to do it and to beat anyone in the world in doing so is fantastic achievement and of course the gains in terms of money you know to commission it on time is too painless that is why look at the

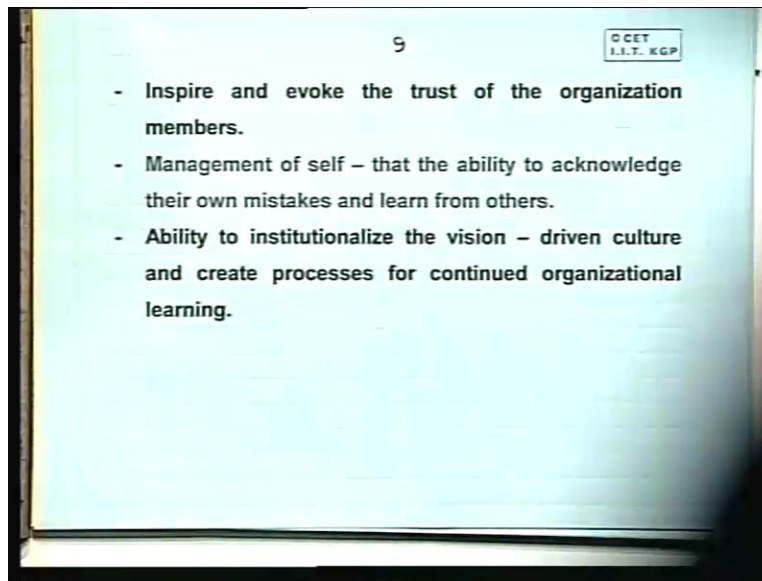
cash profits which reliance is making now and gross profits of seven thousand crore, net profits some nearly two thousand crore it is fantastic all right.

(Refer Slide Time: 03:28)



Effective communication by articulating the vision and goals powerfully to all members of the organization I cannot over emphasize the point that any of you who there is aspiring to top echelons of management, please get your communication to be powerful both written as well as oral, it will come again and again and again and again in your carrier, communicating one to one with people, communicating in groups informally communicating formally you will be called upon to chair meeting you know even if it is a small sectional meeting how to communicate there, how to get your point of view, how to conclude the meeting and get an outcome from which you can proceed further communicating within the organization and outside if your company sends you are the representative in CII or FICCI and you are part of the committee there, how do you communicate there to advantage.

(Refer Slide Time: 04:54)



So as I said, I cannot overemphasize this is the single most important item I think which should be on your agenda throughout your carrier, here we have talked away inspire and evoke the trust of the organization. I think we have talked of trust as one of the very important, one of the foundations of credibility as a leader, management of self, I do not think we have trust upon this earlier but what do you think is management of self the ability to acknowledge their own mistakes and learn from other is it easy, very difficult

Do you think that this is something which people have foolish about not doing because do not you think that is someone comes and tells you, I am sorry you are right I was wrong what is the kind of feeling which immediately it invokes in you that he is a good great guy you know, I never understood him if he can come after fighting you know with me and doing all sorts of thing now he comes and says I am sorry if he is done genially if it is done with devious intent I think we can make that out but what else you know self-management what else, managing your health, do you think it is a self-management, managing your time, do you think every day that you want to do certain things all right which you should not be doing and you want to do, do not want to do certain things which you should be doing and sometimes you end up, sometimes we end up loosing.

Are you with me what I am saying, you do not feel like getting up in the morning although you should be getting up in the morning because we have work sometimes you do not get up, you do not feel like good about it because it is a lose, it is a personal defeat is it not and if you win it gives you a good feeling because it is a personal or a private victory. Anyone of you smoke here one, two, three, four, four people this is a good sign of the times when we were students they would have been about ninety percent hands which have would have gone up, at least nowadays this generation realizes that smoking is not good for health but some of you smokers have you ever thought of giving up smoking be honest one. So, two or three people have thought of giving up have you made any attempt to give it up.

Student: Sir.

Be honest. I made three attempts and fourth attempt I succeeded.

Student: Then I came took up last in October and I am going to

And did you feel good about it when you took it up or bad about it.

Student: If raises your acceptability in the public once you are not smoking.

But what does it do to you inside do you have a good feeling that is a. Well it has a good feeling if you are will, if you are able to win private victories because no one else focus about it, you won the second helping of gulab jamoon and you know you should be having it and you say no I will not have it, it gives you a feeling of having won a private victory and this was enunciated you have you have read or heard of Stephen Covey. Right have you read that book, read it because it talks very powerfully about management of self, management of self, management of self is very important for leadership, this is a new thought which is here.

Ability to institutionalize the vision that in the little five minute break you are talking about that very think that all great leaders that you see in here what makes you thinks there are big leader, big leader tell me and we came to the conclusion is the outcome I mean they may be a great leader residing in him and me but unless there is the outcome due to that leadership unless you are achieved something we cannot be acknowledges the leader right.

Bill Gates he has achieved something Dhirubhai Ambani, so and how do you achieve by institutionalize the vision what it means is a vision remains the vision which is a dream but you translated it into reality, implementation that is what leadership and create processes for continued organizational learning, continued learning is bad enough and difficult enough to have continued learning for ourselves is not it, yes or no which stop learning most of us. We get so drown up in the day to day activities of our job that you stop reading and when I say reading I do not mean reading only what you are working with you know not the business magazines but doing some independent reading, how many of us has done independent reading, quite good that means books which come out you know best sellers in any field in any line, in any subject which is not your own.

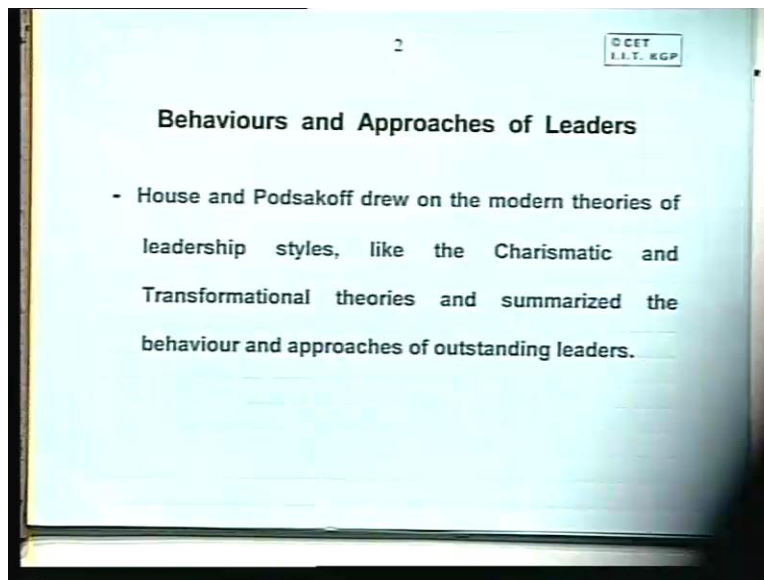
So we either have neither a time nor the interlunation but the imagine sitting here in IIT with the wealth of knowledge right here even if you spend one hour in reading is going to be great self-management okay right any questions is anyone getting inspired to become a good leader if not then I am not communicating well, no one is got inspired all right.

Student: Sir does the leader have to communicate all the times in the organization.

Refer early yes refer early yes what we should do I will tell you, of course he could not do it every day but used to do it on occasions you would come on Diwali day morning and those days, those days L and T did have thirty factories and all that because basically powai works where about seven thousand people who are working that was the main factory which contributed two 65 percent of the turnover. So come in the day and used to visit all the departments throughout the day and you will go to the department and

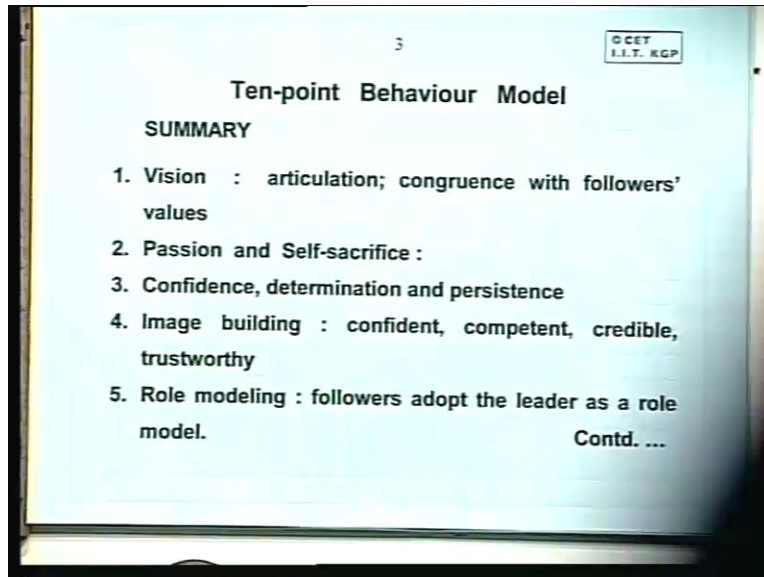
everyone will come all the workman and supervisors and we will wish them happy Diwali okay. This is the day before Diwali, Diwali was the holiday similarly he would come Dhasara, last day of Dhasara there is to be a in each of the big, big departments you know there has to be the pooja and he would come and he would go around the shop means always visibility whenever after he retired also even today he is chairman of L and T and he is on the board also, in winter he lives here in India and then he visits as many installations as possible.

(Refer Slide Time: 13:52)



So he will go to some he travels to four or five cities, the basic idea is visibility people should see okay. So it is important, now it is not as if is giving speeches he is just going and shaking hands and may be answering a few questions people feels so nice about it, okay leadership behavior there is as I said lot of research which has been done on this House and Podsakoff drew on the modern theories of leadership styles which you have covered like charismatic and transformational theories and summarize the behavior and approaches of outstanding leaders, he has done a summary let us see what is the outcome of his summary.

(Refer Slide Time: 14:11)



He says there is the 10 point behavior model these are the points we have discussed practically all of them but vision that is articulation congruence of with the followers value, this is important congruence with the followers values if you have a grand vision of your own but non other people shares this you know in your company as likely as not nothing is going to come out of it. So congruence with followers values passion and self-sacrifice, what is the difference between commitment and passion, Avnish.

Student: Passion can be very high degree.

Very high the order of momentum to the exclusion of many other things everyone agrees okay and self-sacrifice, do you admire people who can do self-sacrifice which you would not be you would be envious of them or with admire them but you would not do it yourself for instance would be admire someone who would like Anna Hazare after getting his MBM from here goes and spends three years in a village to give the benefit of the knowledge he have gained here management knowledge and helped the village to became a self-sustaining entity. Water management, management of sanitation, energy management, gobar gas plants cleanliness, medical would we not would we know admire

such people, why? They are doing a self-sacrifice or a doctor who passes MBBS does the MD or MS but then goes to a small village area or a semi urban city and does practice.

So this is one of the thing which has come out of the research model, passion and self-sacrifice they go hand in hand passion as you said as Avnish said is such a such a high order that it excludes many other things. You will see also the people sometimes who are so passionate about the cause that they renounce family also you know many of the missionary you know we talk of missionaries is not it missionary means some passion passionate about something, they do not marry they do not have a family because they feel that if they do that it will infringe or impinge on their ability to give out all their time and responsibility to their passion.

Confidence, determination and persistence, this article you just showed me what is Dhirubhai says someone will read it out just now someone showed me, read it out confidence, determination and persistence, did he not speak of something along those lines just read it out, louder here listen to this, this is the great leader who say it.

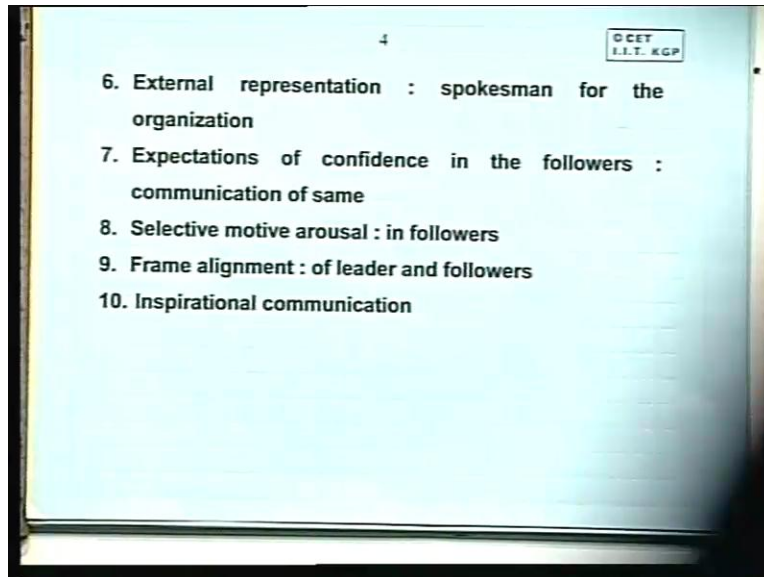
Student: Determination and the perfection success will follow, think width think fast think ahead ideas that no one is mahaveer, do not give up courage, it is my conduction.

Do not give up courage that is persistence even if he does not right first time continue

Student: I keep revising my vision only when you dream it you can do it.

Okay thank you image building, confident, competent, credible, trustworthy we have talked of this is not that required role modeling followers adopt the leader as a role model. External representation that is spokesman for the organization, expectations of confidence in the followers communication of the same, what is the meaning of this, what is the meaning of this Rohit, expectations of confidence in the followers, communication of the same, what does it mean by that, followers expect leaders.

(Refer Slide Time: 18:59)



Student: And confidence.

To have confidence, quite you trust me, I trust you I think what Viraj says is the correct meaning, what it says is great leaders they have great expectations of their own people so much so that very often even leader with the very average kind of following you know can inspire them to do things which people with far more telling would not be able to do. So it is an expectation human beings they empathize if I think very well of you and say you can do it you know then research shows that is expectation causes a reaction in the followers. Yes, absolutely, absolutely so, selective motive arousal in followers what is the meaning of that? We discussed about motivation and inspiration. So what did we come to during the break they were said another thing which is very true also he says look at the etymology, etymology you understand everyone what is the meaning.

Student: Root meaning of the word.

Root meaning of the word, so what is the etymology of motivation comes from motive and of inspiration.

Student: Spirit.

Spirit, inspiration so something which you see in a flash all right something which comes from within whether motivation is something which is thought out work towards it. So selective motive arousal in followers if you have a dream you want to institutionalize the dream all right, the very act of motivating the actions that we take all right you do it selectively because you want to achieve some target to selectively motivate people, frame alignment of leader and followers what is the meaning of that (()), say it, say you are a leader on your role and you are go and rather is we have a project and is to will or to manufacture some products for which there is a huge demand your capacity is very low as compared to competitors.

So you are missing out on your market share the quicker you bring that factory to completion the sooner you will be able to get orders, manufacture increase your market sizes. So you as leader want very quickly to commission that factory. Now other people who are with you who are working on it their motivation may be little different, the longer because they are on contract service let us say moment this job is over they do not have a job so if they can stretch it out then they have the job more.

So that is happening this is the divergence of alignment so how do you do it if you have to do it that is where you have to exhibit some leadership, how to align it because it seems to be something which is dichotomous is not is your aim and your goal does not seem to match with the goals or the people who are working on the project.

Student: That means take one particular task in specified time where you get that many if you talk talking.

Right, so here is one once you try to resolve a conceptual difficult you come out with many, you come out with many or say you are having a second project coming all right.

You can give an intensive saying that those who performs well in this project and meet the time goal they will go and get the other project and so on. I mean lot of innovative methods can emanate from it, yes (()) all right you are you are being selective good (()) what you are saying could that also be what is the meaning of this selective motive arousal? So as a leader you will have to use different ways to motivate people differently each two his or her needs any reaction to that could that be the meaning, people are not clear I think Rohit.

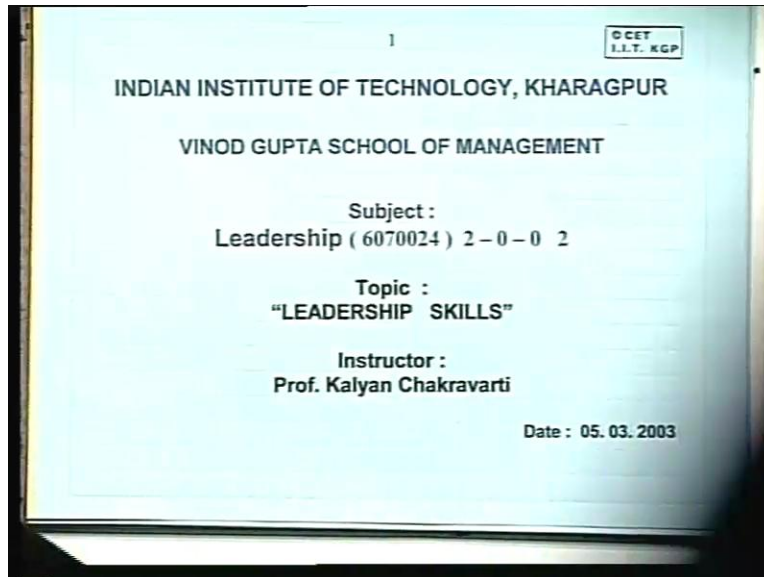
Student: Sir those models which are prevalent which are widely prevalent and most of the followers you select those and try ways and means to motivate them through properly delegating what they want about the desire, Sir it feels like a short sighted approach.

Short sight, why?

Student: That is you will not actually convenient to your followers what is the exact goal but they selectively okay this guy can do this this can do this just are they to fulfill the ready selfish to market but the role in that in this case will be very personal not there.

Well you look at in terms of the organizational interest after all everyone who is working in the organization, is not it a, is not it a fair view to say if you are working here you should work for the good of the organization I think they can be no dispute is not it and if for the good of the organization there are some sections of people in the organization who have motivated you know in a different manner from other sections of people depending on their needs or their background of the kind of work they do, would it be wrong for the leader to select in what way he wants to motivate each of the section, I do not think it will be wrong it will be an act on leadership instead of trying to force all sections to appoint a view which they resist okay, inspirational communication we have talked about that is both is inspiring people and communicating that to that it is a combination which is rarely very important okay, are there any question on this section if not we will go on to topic of leadership skills.

(Refer Slide Time: 28:01)



Topic of leadership skills has become more complex and complicated because business has become very large and they are spread out geographically and they have gone into many cross cultures. So what was good enough to provide leadership in your own country let us say okay, with your own kind of people that may not be good enough if you are operating an organization which operates in Japan, Brazil, Pakistan, Nepal, Srilanka and cross cultural may be China. So lot of research has been done by Americans because these are the companies these joints who are spread out in many countries and again on leadership skills which are required in order to be successful.

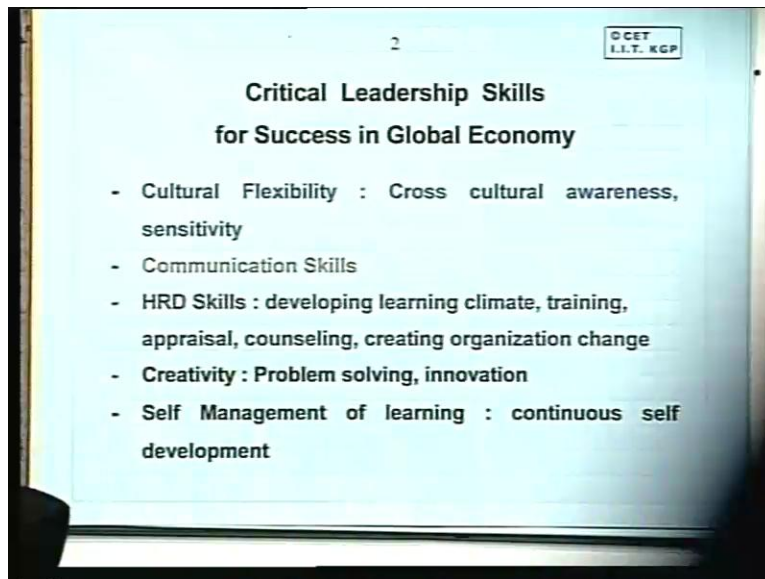
Student: Does the skills vary among the various skills?

Skills do not vary but the way in which you approach varies because different cultures have different collective values also some cultures all right accept for instance the whole concept of collectivism that is, it is better that the group benefits instead of a single individual is basically the oriental we have more values for family and groups, Japanese predominantly have it to a very large degree do not they even these whole institution of Harakiri, have you heard of Harakire?

It is not there now but it used to be only 50 years ago or 60, 70 years ago what did it mean the essence of it was yeah, (()) no if you feel yeah if you feel that you let down your group yeah or your country they knew commit suicide that means it was so much ingrained in their culture that you have a responsibility to your group you cannot let down people even when the second world war you know the instrument of surrender was go if was being signed you know the head of the Japanese army the chief of staff all right he was on the point of the meeting Harakiri because that was the culture coming back to what you said therefore that yes culture does have culture does have a bearing.

In fact culturally you know how you treat a girls you know or women in the workplace does not it depend on culture also, in small things even today I had been yesterday yes yesterday, I was in Saharanpur where Vinod Gupta has set up this polytechnic for women and he is also setting up this Hillary Clinton multimedia center for women and they you see the women who are taking training in this polytechnic, see one of the social problem is that having taken this training and this a polytechnic.

(Refer Slide Time: 33:05)



So that is tailoring, nursing then montessori school, running a school, painting you know things which can make them into entrepreneurs and they can empower them while being

financially empowered but the biggest problem that is coming is there after they complete the courses, three year course you know in each of these diploma course, they are not allowed to work. So they are back to the traditional they are married and then once they are married and they go they are not allowed to do it. Now this is part of our culture all right our village culture in other country it may not be so.

So it has become quite important for large companies operating across many cultures to have a brand of leadership all right which recognizing these things it is become critical and to research finding on this is that critical leadership skills for success in global economic, if you are going to have operations across the world then these are some of the things that leaders in your company would have to aware about and would have to practice acquire and practice the skills, cultural flexibility cross cultural awareness and sensitivity what we are just talking about you see again, you have communication skills you cannot get away from this, you defendant communicators sitting out here you better take notice of this and get your communicating skills in place.

HRD skills which are you know what we talked about developing, learning climate, training people, appraisal that is how people are doing give them feedback, counseling, creating organization change, have you studied about counseling and feedback in your human resource development course, you have not studied. You have taken a course on a human resource management, two courses human resource management one is behavior the other is management.

To manage human resource that gives you a foundation individual behavior and group behavior but that comes together in how to manage people in your organization. Well one of the most important things about people manage what do they work for after all they work for a money right for growth in the organization. So come first April which is the which is the time most companies follow for increment and promotions see and review appraisal that is the time right you have to decide and that is the very difficult part and that is where most managers fail.

They are unable to counsel and give feedback constructively. So whatever limited research we have here in India shows that most of the managers they do not want to give adverse feedback. We do not suffer from that in educational institutions if you are not doing well instructors they do not feel that am I right because this is a different but out there in the company okay out there in the company is surprising but people would gloss over when they actually review with you and not confront you constructively about your areas where you are failed and you need to improve.

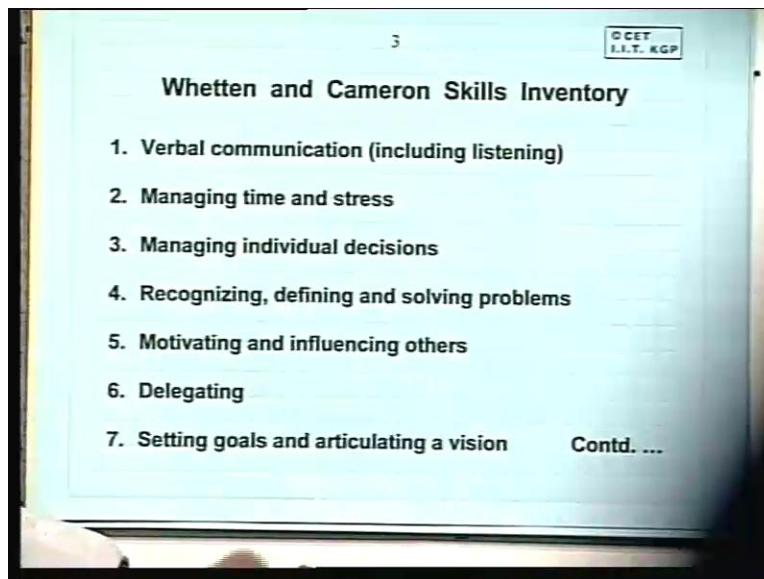
So as I say what little research if you have 5000 people who have been appraised in the face to face meeting all right where you see what was the targets how you are performed we will find the ratings usually say it is a five point scale A, B, C, D, E, will be either A or B you do not have any other rating, it is not easy and it can be taught how you should counsel and what is the way of giving constructive feedback, creativity, problem solving innovation, self-management of learning, continuous self-development, comes back again you seen this.

There was research which was done by Whetten and Cameron, they made an inventory calling out from the research that they have done on few 100 managers and they have listed this verbal communication including listening why do they put this in bracket because we have all been talked that communication means listening also why do they say including listening, he is right, he is overlooked we all know it but we do not do it and it comes out so strongly in group discussions GD's, all of you came through a GD also know and when you reflect back on your GD many of you must have taken these courses know how to score well in GD's, there must be having this coaching schools now how many took courses on that coaching school and did not they tell you that you have to first you will you should be the first of the block, you should speak first that is the impression I got because we had eight sessions of group discussion in each board and in each they were two or three people have weighing with each other to start speaking first so is that what you have taught, yeah you are.

Student: No sir he said it is a high risk high position that is all, if you come out first you should be confident and speak properly but otherwise it is a high risk yes sir.

Okay may be I had figure that I would the if I reflect back none of the chaps who spoke first gained anything out of the eight boards we have and is very interesting because as I said we all know that good communication is listening but very few of us practice it, again out of these eight boards that we had so eight group discussions each had about five to six people only those half an hour for it. So it was not necessary for you to be first of the block and try and interrupt so much so that we had to tell after the first board they remember interruption will lose your marks, so do not interrupt, why is listening part of the verbal communication, why anyone remembers? We decide but yes

(Refer Slide Time: 40:05)



Student: Listener to understand so you are going to listening you are actually communicating that you are listening to that person unless you are doing that he has not complete because you will not know that what you appoint understand that when I show the answer which that was happened , when you say that it is a two way process listening

this listening integral part of it but it is not stressed if you have got listening then you are not communicating.

But I may tell you this true way you are also talking i am also talking it is two ways is not it, you will talk I talk you will talk I talk that is why?

Student: Sir you talk understand I talk you understand that is communication, sir here listening assures that there is involvement of the participate in the this is odd.

I can tell you, you tell me where you involved and shouting at each other.

Student: Projection of self.

Projection of self.

Have you done any role place.

Student: Yes sir.

On communication.

Student: Yes sir

In what in the communication class, oral communication.

Student: Yes sir.

Sales, okay but not in the oral communication also...

Student: We did sir we did.

Okay, so managing time and stress just now professor Gautam Sinha came before this class and said I have to rush I have just got news my best friend has just died of a heart attack so managing your stress and managing your time very important. Now more and more training modules are coming where they teach you yoga you have a half day workshop on yoga within a two day program and stress management by executives has become very important, even the westerners are accepting this many of this training modules come out of the west so what are you going to do about it we do not have this in our course here syllabus.

Student: Art of living, art of living.

Art of living but how many are you of you are going to art of living.

Student: It is a one way one week course and many, many people.

So we have we have organized on this Sunday a one day workshop which will talk about these other things you know which are so important in the life of executive apart from the rat races if I may say so trying to make a career very very important ultimately think about it the moment you stop functioning, you becoming unhealthy you know even you get jaundice anything if you are down your whole world comes to an end basically what you are going to do just lying there and being sick and out of health and if you are metabolic system fails you know you develop high blood pressure, diabetes in your early forties or something cardiac problem then what is the use of trying to pursue your career.

So is very very important managing time and stress okay, managing individual decisions what does this mean what are they trying to say individual decisions in the corporate setting, organizational setting (()) that is avoiding or festering conflict is that what you mean you have to resolve individual discussions, decisions, take individual decisions to resolve conflict between two people.

Student: It is not necessarily even if the individual decisions are not conflicting just to add the concepts.

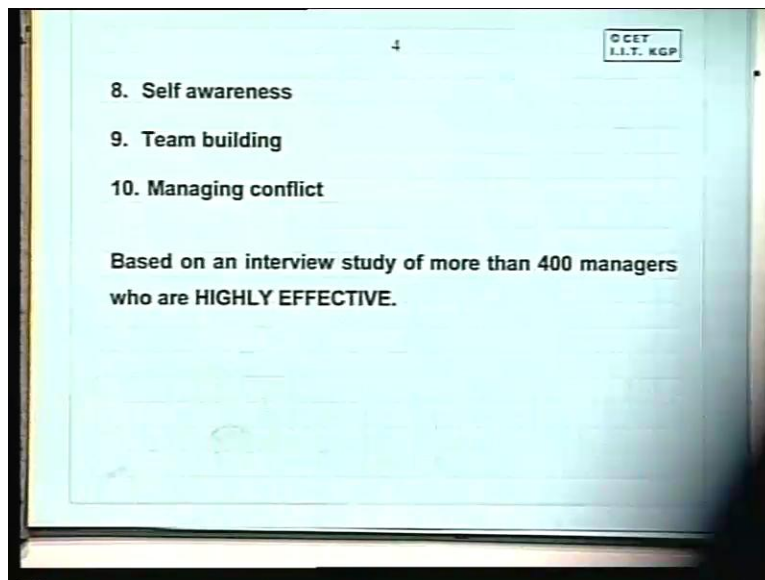
Yes, yes.

Student: Sir, I think it is suppose if I have to get something and some is

Anything from this side Avanih.

Student: Sir you are delegating the nothing with the subordinates delegating in the end.

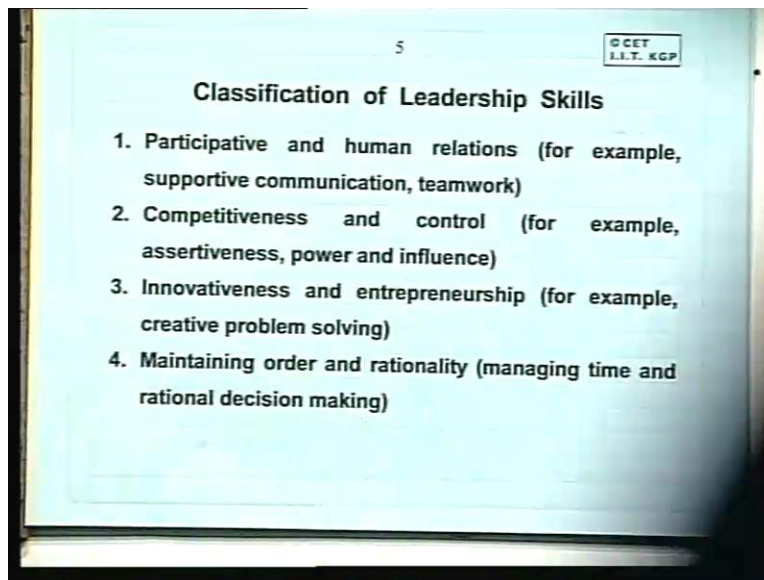
(Refer Slide Time: 46:53)



That is what Polash says is what is being clear would you like to say it again Polash that is what you have to do as a leader okay, recognizing, defining and solving problems motivating and influencing others, delegating, setting goals and articulating a vision, self-awareness, team building, managing conflict based on an interview study of more than 400 managers, this is the research finding who are highly effective of course they have selected 400 manager then this is what they call out of that study okay. Yes, tell me

understanding yourself having an honest opinion about yourself, not fooling yourself
beep down inside us we generally should know what we are, are we lazy, are we
ambitious, do we get hurt easily are we looking for approbation from people all the time,
do we get depressed if we have one little adversity once you are aware of it you can take
actions to improve it, self-awareness is very very difficult usually unless you have
someone you really trust you know, telling you something about you, you never come to
know about yourself.

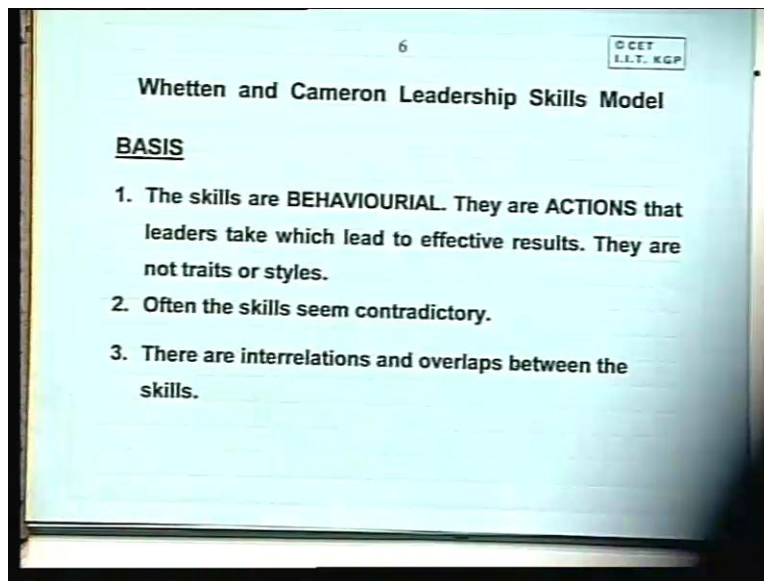
(Refer Slide Time: 48:40)



So that is the importance of having good relationships you know where you can take
feedback okay team building managing conflict, another study I am showing you all this
to see how the same common things are being done and is coming out of studies actually
participative and human relation, this is the sub classification, competitiveness and
control, innovativeness and entrepreneurship and maintaining order and rationality see,
see these are the basic classification of leadership skills, supportive communication and
team work all right, example assertiveness, power and influence, innovation and
entrepreneurship is creative problem solving, managing time and rational decision
making.

So it is a combination if you trying to relate this to management styles which you have talked about part of it is a task oriented style and the other part is human's approach, human approach, style, the ten point model of Whetten and Cameron after further studies they drew or what they call as basis.

(Refer Slide Time: 50:09)

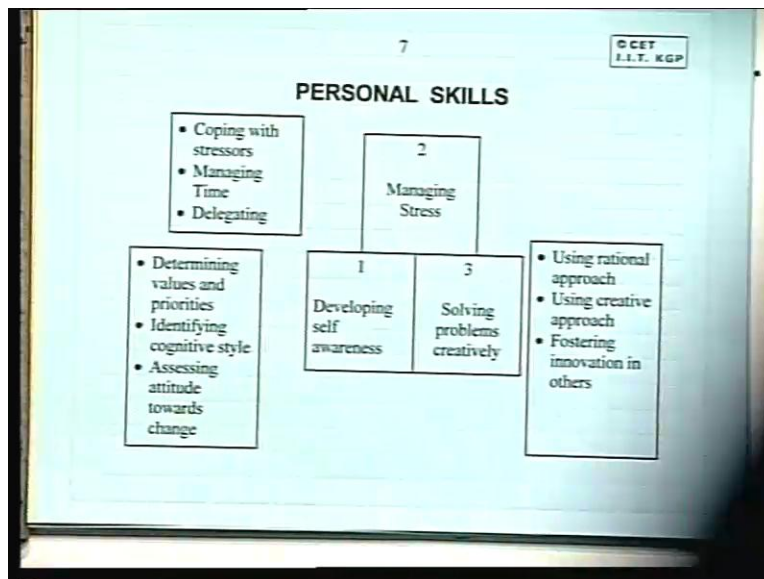


Skills are behavioral they are actions that leaders take actions, actions which lead to effective results they are not traits or styles, they are overlapping with style slightly but they make a difference, the difference is in these two key words behavioral and action often the skills seem contradictory example you have a leader who sometimes is very hard task master and the other times, he is very human relations, humanistic approach theory Y type of a style often seems contradict. There are interrelations and overlaps between these skills.

So this is the basic broad basis which is done called out by Whetten and Cameron out of this statistic and it leads to what we saw in a previous slide that managers okay who show leadership qualities have to have versatility that means different situations with different kind of people they have to adopt different types of skills in order to achieve the desired

outcome okay and from this basis and the ten point model they then the same researchers they divide into personal skills and interpersonal skills, this is the model okay personal skills again okay this is overlapping each overlaps the other and developing self-awareness is determining values and priorities, identifying cognitive style, assessing attitude towards change okay of your own be honest are you comfortable with change or you are not if your boss says you have done excellent work here but I see great future in you I am transferring you to xyz department, would you resist that would you think that once I go to xyz, it is a totally different department I have to relearn and everything I do not know how I will perform what boss I will have with this boss I was getting on well, will you resist that or you will say all right I believe what the boss is saying may be that is true and maybe it is good for me to go. So let me go.

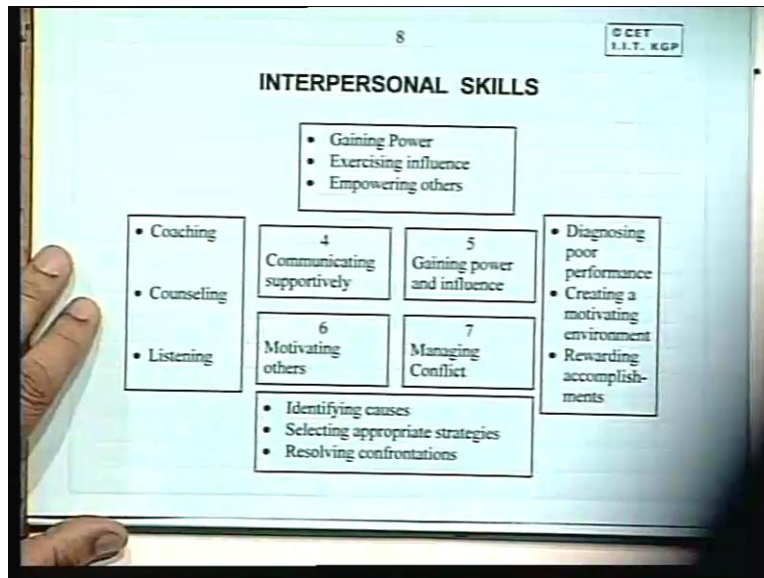
(Refer Slide Time: 51:46)



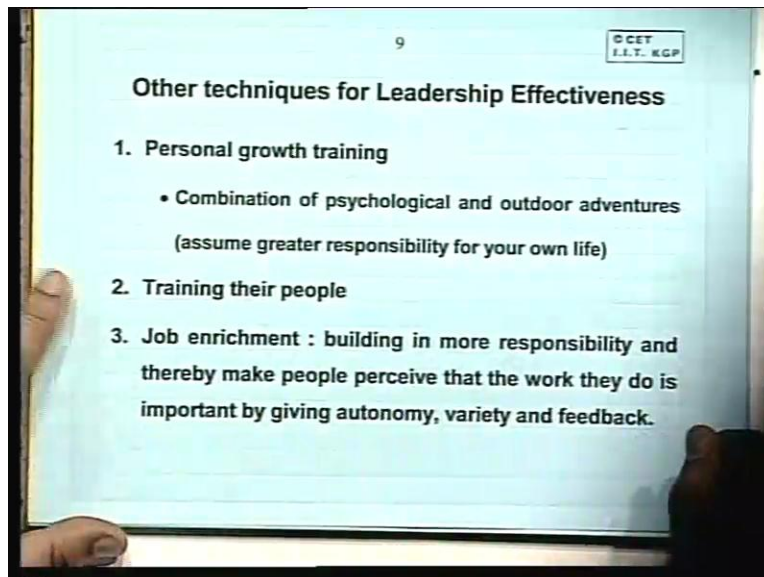
Managing stress coping with stressors managing time what could be a stressor, time targets can be a stressor right conflicting relationships with your subordinates can be a stressor, you have one guy within your team who wants to test you all the time, it does not want to work as a team that he is always going that is called as you stress as a leader

and the manager, delegating one way of having the maximum stress is trying to do everything yourself in the form erroneous belief that others cannot do it as well as you.

(Refer Slide Time: 51:50)



(Refer Slide Time: 54:55)



So unless you do everything the department will not run or the company that is the sure prescription to a cardiac problem. So learn how to delegate solving problems creatively using rational approach using creative approach fostering innovation in others. So these

are personal stress and interpersonal is gaining power exercising influence empowering others, coaching, counseling, this is for communication, motivating and listening identifying causes selecting appropriate strategies and resolving concentrations managing conflict right I think is there are no more questions, we can bring this to a close.

Other techniques for leadership effectiveness, personal growth training this is the new thing which has come on the environment, you go to training programs and they ask you to go and do a bungee jump all right or go white water rafting, have you heard of all this Why, team building yes, what else risk taking, risk taking how much risk are you willing to take, say you do that bungee jump and the rope breaks then you have to decide actually how much risk I am going to take.

So in L and T, I was when I was heading the personal in HRD we built a facility in Lonavala management development center where we have built you know there is the stream there and there is little bit of a hill and so on. So adventure sports this is being used for training both psychologically as well as physically okay maybe we should take a trick or something to Kullu Manali. Okay, thank you very much.