**Education for Sustainable Development**
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Lecture - 53
Sustainable Leadership (Contd.)

Welcome viewers, welcome back to this NPTEL course on Education for Sustainable Development. So, in the last class we were discussing about you know lean leadership, global leadership.

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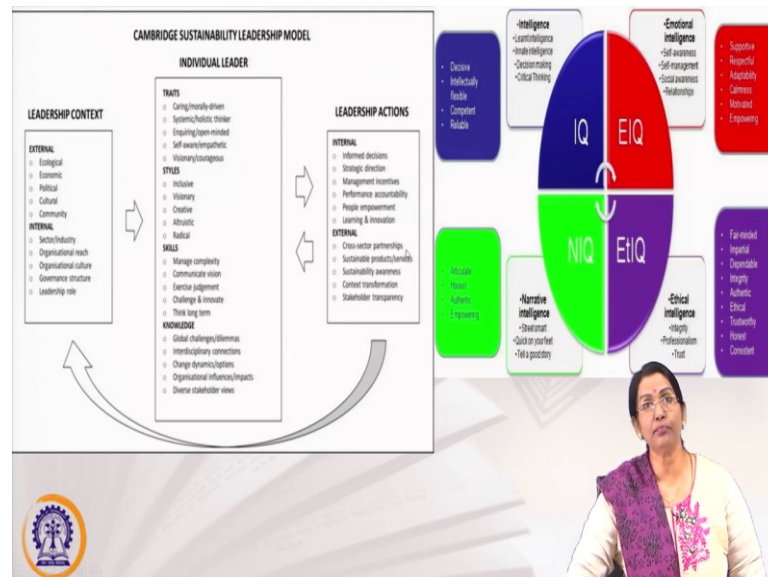
So, to continue with that now we will be discussing about some other aspects like the global leadership model and what are the key areas, competencies that we need to focus on with regard to other types of leadership, now we will discuss it. As you can see this is a Cambridge Sustainability Leadership Model, that mean Cambridge University has developed such a model, this model about how the leadership should be nurtured.

Leadership should be how the leadership should be developed, how it should serve others, how the leaders should also groom, nurture the junior leaders, young leaders. So, this is all about this you know Cambridge sustainable leadership model. Now, here we can see as we can see first is that context; for any leader to be sustainable, to be global, to be you know transformational, to be effective; so, it needs a particular kind of context. So, context that can be you can say that external context and the internal context.

Yes of course, external context that is the ecological, environmental, financial that is the economic related things. Then, the political environment of the organizational context, then the cultural aspects in which country and cultural context or community it is established community people, that is the neighbourhood people or community peoples interaction. So, these are the external factors you can say. So, these are the external factors that determines the leadership context or the environment.

Now, for the internal factors, internal environment, internal context, we can see within the organization what are the things like the type of industry it is. What in which sector whether it is service sector, manufacturing sector, IT sector in which sector the organization is. Then organizational reach, that means, how accessible the organization is, what is the you know transport communication facilities, the location you know the operational modes, flexibility.

So, organizational reach how easily the organizational things can be accessed. Then, the organization culture within the our organization what is the type of work culture, what is the type of you know working relationship, the employee employer relationship, the structure even the organizational structure also how hierarchical or the hierarchical or the horizontal the type of organizational structure is the communication patterns, the you know the teams.

How the teams have been formed, the operational processes, the mechanisms you know everything that comes under the organizational culture, that how the organization functions within the context, within its own context, internal context. Then organization, then governance structure, again the again primarily depends on the type of the organization whether it is a highly structured bureaucratic form of you know power driven kind of organizational structure.

Accordingly, the governance will be like that or the power distribution will be like that. So, the more flatter the organization is the more democratic it is. So, the governance primarily depends on the organizational structure and its internal factors. Similarly, the leadership role where the what type of leadership, leadership maybe that the there is the CEO or Chief Executive Officer or the Chief Finance Officer who is the topmost leader. And, then how it has been the leadership role has been divided, distributed like according to the according to the departments, units, different teams, different projects.

So, how the sub leadership roles have also been distributed. So, what are the different types of leadership roles, their hierarchies, their structures, their position in the you know organizational structure. And, their you know rules, regulations, their power distribution, you know their responsibilities and we can say the work related you know work related laws, rules, regulations, you know even the delegation of duties and responsibilities everything that determines.

So, these are all internal factors of the organizational context of the organizations which also determines the leadership quality, leadership type. And, the external factors like the other external stakeholders like you know the political stakeholders who are directly or indirectly engaged with organization, community people, its cultural background, its financial resources or economic stakeholders and ecological context, ecological or environmental context ok. So, this is the leadership context.

Similarly, now in case of the individual leader, who is the leader, what are the required, what are the desirable traits, styles, skills and knowledge we have already discussed again and again these things. Traits type of traits may be it should be he should be very morally driven, ethical he should be a systems thinker like he should have the holistic perspective.

He should be an open minded, he should be very much empathetic, he should be you know very much you can say visionary leader, courageous leader, risk taking abilities he must possess.

So, these are some of the personality traits and attributes the leader should possess or develop ok. Second is the styles of leadership, styles that means, in which way he functions, he acts, he behaves, he functions or he functions that is the styles of leadership whether it is he is inclusive; that means, he takes into account all the members, team members and his attitude is more including the people in the mainstream.

So, he is primarily trying to develop an inclusive group. So, where everybody can be included and everybody can be can contribute in their own way.

Visionary; that means, he has the far distance, long term future, goals, objectives. So, he is a very visionary leader, his goals you know targets, ambitions are very high and he is himself is a creative. He wants to be wants to innovate, create something new, something

unique, something different. So, he is very open minded very you know he can be the change catalyst.

Similarly, altruistic he is very much you know altruistic like very much careful for you know careful for sustainable use of resources, you know without wasting without thing. And, that is a he is very altruistic towards others, towards the resources. And the he is very radical; that means, he is so open minded that he can take any change, radical change, innovative change in the company, if he thinks that it is very much profitable, very much sustainable and very much you know helpful for the both the organization as well as the stakeholders ok.

Now, the skills yes, skills is the regarding to primarily regarding to the managing the complexity, difficulties or the facing the challenges is communicating the visions. How efficiently he communicates his visions, missions, goals to every you know every employee of the organization, every stakeholder of the organization. And, how efficiently he communicates and how he takes their feedback and utilizes that is communication vision.

Similarly, exercising the judgment; how judiciously he is exercising his judgment, employee engagement, you know the challenges and how he is facing the challenges, resolving the challenges. And, how he becomes very innovative in his approach to you know to welcome the positive feedback, to take the others opinion and leverage those positive strengths and again and think of think in terms of the long term perspective.

So, these are the skills and competencies the leaders they need to develop. And the knowledge, knowledge about that is the global challenges, the dilemmas they are facing, interdisciplinary connections. How this organization can have the network and how it can get the benefit with you know collaborating with other organizations.

So, what is the what are the relevance interdisciplinary relevance, trans disciplinary connectedness, change dynamics and options. What are the; that means, how flexible the organization is in bringing updating its changes that updating. So, it is more of you know dynamicity of the organization or it has very much very large number of options or the opportunities for others to embrace its strategies to be a part of this thing.

So, how so, that is the how flexible the company is the organization is in adopting the change, bringing the change or updating itself from time to time ok. Then, organizational influence and impacts how organization has a significant influence on the community, on the community, on the region, on the stakeholders and again how the impacts are being assessed, evaluated, how many how much positive impact it is incurring.

And, how this you know how this positive impacts are being leveraged also in further creating the resources. So, these are the things then again diverse stakeholder views again, from time to time yes communication network is very much important. Organizational structure, governance, communication network and again moreover the utilizing the feedback, the substantial feedback, authentic feedback that the leader receives from various stakeholders and how effectively and efficiently he is using that views.

So, these are the individual traits, skills, styles and competencies and the knowledge etcetera, that the individual leader need to develop possess etcetera. So, next is that leadership action, how these are being translated into action. So, in the internal context again in the external context.

In the internal context as you can see internally how those decisions are being well informed decisions; that means, everybody every employee, every worker, every employee has the stay has the you know say in this in the decision making process.

Everybody is well informed about what the decisions are being taken, they are being properly communicated, strategic direction how it gives the strategic direction, how these are being apprised to every employee in a very effective way. Then management incentives from time to time for human resource management, especially for human resource management, how the incentives, privileges, perks are being given acknowledgements are being given to the employees from time to time to motivate them.

And, how other resources are being sustainably use used. Then performance accountability, how every this accountability and transparency, these are very key words for organizational effectiveness. How the performance each and every individual employees performance, even if he is a leader his performance is accountable. There is accountability and transparency, how it is how much transparent it is in terms of its rule, regulation, justice, work process everything.

And people empowerment yes definitely through different kinds of training, workshop etcetera. Every human resource, every employee should be empowered not only in terms of training, workshop, but also giving by delegating some responsibility, delegating some power, delegating some flexibility, delegating the resources, freedom to access the resources take the risks. So, how in which way the people are empowered in within the organization.

So, that they take this decisions independently, sometimes they can innovate the new ideas, innovative ideas they can exercise their power for the benefits of others. And, they and in this process employee empowerment in this process also accountability increases. The performance not only the performance outcomes, but accountability you know citizenship behaviour, dedication towards the company or the you can say the employees ownership behaviour also being enhanced increases.

So, everybody thinks every employee thinks that you know as because I have been given so much of power, resources so and so autonomy, freedom etcetera. So, not only I am more accountable to the organization. So, this is my organization, this is a kind of ownership develops. So, similarly learning and innovation, there should be continuous flow of learning and innovation you can through R and D, maybe through R and D and training sessions and you know consultancy sessions with experts invitations.

So, all this kind of learning opportunities should also continuous learning opportunities and innovation processes should also be open. And, the external things like and the external things like you know the cross sector partnership, how the organization develops the partnership with other organizations in the same sector, in across the sector, interdisciplinary or in even it can also open the branches in different countries and different localities, different geographical areas, across the globe. So, what type of partnership, it may be within the same sector, cross sector.

Even you can say we technology transfer, outsourcing, these are these things also come into the purview of partnership. Sustainable products and services, whatever products the company is product or the services the company is producing or providing, it should maintain the quality that is the sustainability should be the you can say slogan. Sustainability should be the you can say the brand slogan or the you can say the template

of we can say the template of whatever kind of activities, products and are being produced and being provided to the community.

So, sustainability you can say the brand slogan or the template of all the activities. Then sustainability awareness, it should be you know lifestyle, it should be work habit, it should be a thinking habit, it is a work habit. So, this kind of awareness not only to be created, not only be to be imparted through training etcetera intervention, but also should be adopted, should be you can say there kind a kind of you know immersive learning.

So, sustainability awareness should be developed among everybody, among the whole among the not only the employees, but other stakeholders also. So, how this in the process of immersive learning so; that means, it is a kind of reminder, it is a kind of reminder that rings the bell every moment every hour. So, it keeps on reminding the people that yes of course, we have to be sustainable, of course I am sustainable, of course we have to function in a sustainable way.

So, sustainability awareness should be a reminder, you can say it is a kind of bullet point or you can say basic theme of basic philosophy or value of performance. So, context transformation how we can by through this positive attributes, through this awareness, through this sustainability concepts and practices how can we transform the whole context that is from; that means, 300 degrees transformation. Like not only bringing the change upgradation, but in the positive direction for the and keeping in mind the sustainable future.

And the stakeholder transparency, transformency, transparency definitely the transparency and accountability, they these two concepts it builds the trust in the environments. And, building trust is a very you can say it is a very you know very you can say subconscious process, it is a kind of you know very inner innate kind of concept.

But, which should be; that means, it is an indirect concept which we cannot say it is very much explicit, but it has to be predicted, assumed from the transparency, the accountability and the dedication that the stakeholders and the employees they practice.

So, the transparency stakeholders, transparency accountability and you know dedication or citizenship behaviour. These three are the you can see key concept which determines the inherent work culture of that place. So, this is about the Cambridge sustainable

leadership model and is this is also another template we can where we can say the leaders also, besides all the skills, competencies and knowledge also. If we psychological domain we if we distribute it yes of course, these are the these are four quadrants we can say we can divide the leaders skills and competencies.

One is the you know IQ, IQ that is the Intelligent Quotient, that which we can primarily relate to the knowledge, the information that he gathers. EQ is the Emotional Quotient, that we can relate it to his interpersonal relationship, his networking with other you know other partners and then social awareness, relationship, then the self management, self awareness and engagement with the stakeholders, engagement with the employees.

So, how empathetic and you know passionate and you can say how much you know intrinsically motivated he is towards his work and grooming others and nurturing others and the development of the organizations.

So, that is the emotional quotient and this is one this one is the ethical quotient that is how; that means, his integrity; that means, his personality integrity in terms of his honesty, in terms of his accountability, in terms of its characteristics, in terms of its you know professionalism, in terms of building trust, bringing transparency, bringing justice.

So, these are the ethical quotient and another is the narrative intelligence like narrative which is the how clearly that is it primarily deals with the communication part, how clearly he spells out, how articulative he is, how honest he is, how authentic he is, how you know how empowering he is in narrating every details, appraising every details to all the employees and the stakeholders, that is the narrative intelligence, he has to explain. So, he primarily deals with the communication.

So, these are the different types of an intelligence IQ intelligence it primarily it is required to you know intelligence in decision making, critical thinking, taking the and the managing the risk. All this kind of cognitive or intellectual components that leaders primarily dealing with. Empathetic is emotional is primarily empathetic and dealing with human relationship, networking all kinds of thing.

And, the ethical thing is that running the business, running the and governance. It is primarily related to governance, administration etcetera and narrative intelligence is

primarily related to communication, awareness, information dissemination all these things.

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Now, as we can say now we will go step into the developing global leadership traits. We have already discussed some aspects of the global leadership. Now, to take for take the some of the examples of like this Bill; that means, Bill Gates to Ratan Tata to Sourav Ganguly, how global leader they have become and what are their common features; just for an example.

So, here in Maxwell also in 2018 identifies that there are five levels of leaderships. What are these five levels?

Yes, there they are like the steps so that is the sequence, that is the hierarchy of like leadership, that is in level 1 we can say, people follow because they have to because you are the leader as because you are the leader, you have become the leader and by virtue of being the senior or promotion or organizational structure whatever as because you are the leader; so, people have to obey you. So, that is the level 1, that is the because of your fundamental right or the professional right you have become the leader; so, that is a level 1.

Second is the level 2, that is the relationship. So, as because people as because you have developed that kind of positive relationship, bonding, trustworthy relationship; so, people

would like to follow you. So, because they because of your interpersonal relationship with the people. So, they like you can that you can see in case of in a union leaders union; that means, non-teaching staff or the workers union etcetera, that is relationship.

Third is kind is the people who are 3rd level is that is more result oriented like a because people follow you because, in the past what you have done, actually you have brought the good reputation, profit, prosperity to the organization, not only organization, but to the employees also. So, that is because of your performance outcomes because, of the results that you have given to the organization that is the level 3 tier leadership, that people will follow you, because of your performance.

Then, 4 is that; that is the 4 level 4 is the reproduction because people follow because of what you have done for them. So, in the level 3, you have done what you have done, how you have brought the reputation good reputation, profit to the organization and the production that how you have benefited the employees, how you have benefited the people, how you have benefited the stakeholder.

So, that is the level 4, that is the people who those will follow you because then and you have climbed up to the level 4 leadership, because whatever you have done for the people and people would follow you, that is would like to work with you, that is level 4. And, level 5 is that respect, that is the topmost level of the leadership where people will follow you because not that what you have done for them for the organization, but they like your you know like your personality, like your values, like your presence, like your personality, like your like they like your mentorship and they like your nurturance.

So, they would like to take you lead take you as their leader because they would like to be followed to be followed; that means, to be guided by the leader. And they would like to be associated with you in the long term that is the; that means, now you have become a stalwart a statesman oh; that means, you have already become a role model for many people, that is why. So, that is the level 5, that is people respect you because of who you are, what are your personality attributes, your contributions, your dedications and your everything is there.

So, it is all; that means, because of your experience, because of your dedication, now it is very your image has been already been established not only in the platform of business organization, but across the society also. So, now, people acknowledged you because of

whom you are having your ethical dimension, ethical aspect, your behaviour, your contribution, your you know networking; that means, now you have become a global leader.

And, all the whole the people of whole world they acknowledge you for whom you are and what are your contributions, what are your personality attributes, traits etcetera. So, here at the level 5 only a person who has reached the level 5, the leader who has reached the level 5, he can only bring the transformation in the society ok, as because at this stage the leader has the many many followers. So, everybody would like to listen to him and follow him.

So, here at the 5, level 5 the leader can bring the transformation not only to the organization, but to the community to the society. So, as you can see; so, how this or again this is the picture how the culture, the work culture to organizational culture how the cultural culture spreads. And, culture it is a combination of it is a conglomeration of so many things, its work behaviour, its employees attitudes, behaviour, leaders qualities, traits, competencies.

It is a combination of it is you know it is a kind of you know cocktail, it is a kind of cocktail of every aspects of peoples their thought process, their attitude, their beliefs, their work, their performance, the behaviour, their activity everything. So, it is a kind of so how this culture from the team, from the group culture to from the team culture to how it spreads gradually towards the you know section wise, unit wise culture work.

Then organizational culture, then gradually it becomes to organizational culture, then it becomes gradually it expands beyond the organization that is the you know district. District culture; that means, not just in one in organization, but across the organizations of that across the organization different location.

Then it becomes the national culture like the when we say that oh this country's work culture is like that, there is Chinese people are like this and Japanese people their work culture is like more collectivist etcetera etcetera, that is the your you know national identity, national work culture. Then beyond that then the regional work culture, we can see that South-Asia work culture or Western work culture or Eastern work culture or South-West culture like in. So, that then comes your regional work culture.

So, work culture is also very important aspects. So, again differential membership of the multiple groups and individual characteristic, personality, identities, their personal histories, history etcetera everything taking together so. So, now, how they have welcome, how they have apprised, how they have welcome the diversity, how they have managed it. And, along with the because with the expansion with the expansion of the culture domain also diversity goes hands in hand.

So, how they have welcomed, how they have embraced diversity, how they have managed diversity and how they have leveraged diversity. So, these are also the contributing factors.

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So, similarly the so, here you can see the global leadership we can say the global leadership primarily it refers to the interpersonal influence, that which through which the leaders motivate the follower strive for a common acceptable goal or we can say the followers; that means, say they are the provide the followers and kind of impetus, a guidance to the follower.

So, that they can bring the transformation; that means, they can transcend their self interest to the individual of the to the individual values and the collective interest; that means, from their own benefits, from their own interest, from their self interest to how they can bring complete transformation. How they themself can transcend themselves towards the community well-being, community welfare or the group or the collective

interest. So, they go always global leaders they go beyond their own interest, they do not look at their own.

Because, at that stage they are already satisfied, they are only they are already deeply you know deeply you can say complacent. Like they do not bother about their self interest because they have already got the saturation in their personal interest and personal you know personal self-interest and self-benefits. Now, they want to reach out to the people, to the community, to the society for doing something relevant.

So, here that they can get the more meaning more purpose in their life. So, by serving others so, we can say the serving others that is they can get more purposeful or meaningful experiences through which they become more happy more. So, that so, they want to achieve that kinds of eudemonic happiness you know that or you can say they try to their they try to achieve their self actualized stage, actualization stage that is highest level of the individual development, that is self actualization when we go beyond our own interest.

So, the global leaders they actually try to transcend their own interest towards the community collective interest, community well-being, welfare and through that they not only enhance their you know stature their you know self respect and their respect and respect in the community.

But, also they get an immense kind of you know eudemonic happiness, satisfaction that is called you know by reaching that self actualized stage. So, you can say as because all of us we know that the globalization has already transform the whole world into a short village.

So, it is already there; so, that is why those who are who try to achieve that global leadership position the so, not only. So, that this leadership position has required are being acquired by them not as the only that the because of their skills and experiences, but their you know because of their global leadership traits, their outlook, their you know their visions, their missions and their networking for which you know they have already become the global leaders.

So, here we can say we can say the we can Steve Jobs we can take the example of Steve Jobs and the you know this Pepsi Cola Indra Nooyi, Indra Pepsi Cola leader. We can say

they go beyond their community, their region, their country, but they just try to approach try to reach to the global citizens. So, not only they developed the global leadership traits, but also their you know they expand their skills, competencies and service orientation towards the world.

So, and these are some of the as you can see these are some of the significant factors that we need to we need to focus on in today's context, because these are related to sustainability, these are related to sustainability.

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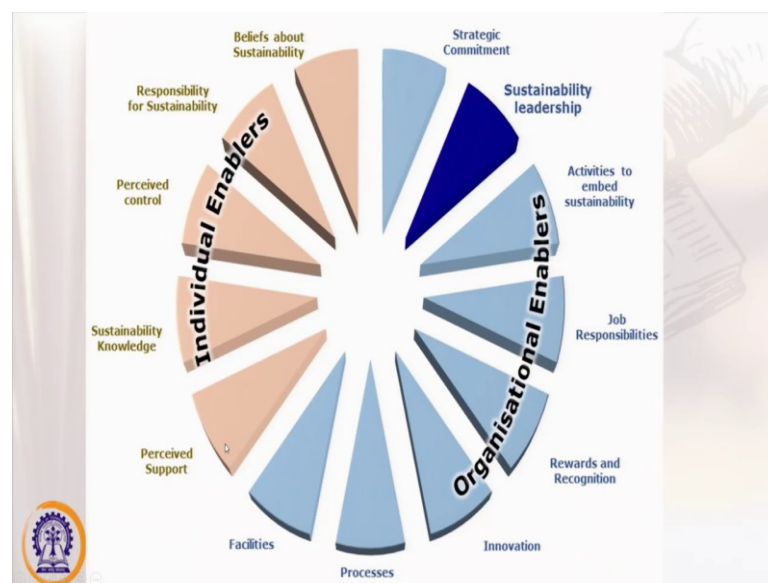
So, now, as you can see these are some of the so, every individual. So, in this sustainability framework every individual can be an enabler. So, here in both the contributions are the individual contributions and the organizational contributors.

So, if we map it in the framework, sustainability framework we can see that in the individual enablers how; that means, the individuals perceived support, then his sustainability knowledge, perceived control, responsibility for sustainability..

Beliefs about sustainability, then adopting sustainability, habits of mind sustainable lifestyle, consumption style, these are the individual factors enabling factors toward sustainability. And, these are all you can say the organizational factors starting from strategic commitment then again sustainable leadership, how the leaders are committed towards sustainability.

Then activities embedded in the sustainability, then academic activities organizational activities, operational activities, the job responsibilities. Then again rewards and recognitions for sustainable achievements, then innovations, creativity, processes how sustainability has been practiced as a part of the working process regular operational process, supply chain and everything in day to day activities. And, the facilities and the facilities which have been provided to the stakeholders to the consumer to the customers.

And the overall; that means, contribution towards the society to for not just for the organization, but towards by develop creating sustainable community in sustainable cities and sustainable environment. So, this is the you know enabling factors that we can take on.

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So, the now in the 2019, The World Economic Forum have has already narrated that elaborated that the global leaders they need to be dynamic, they are very much engaged and driven by the driven individuals, who possess not only high degree of intellectual curiosity, honesty integrity and service-oriented humility.

But, also they are also having the they possess a profound sense of purpose, meaning regardless of what challenges they face, what are the opportunities, scopes are available.

So, they not only they possess its dynamic quality or high degree of the intellectual curiosity, service orientation and dedication, high motivation etcetera, but also they have

they possess a profound sense of purpose, a meaning in their life. So, by doing so, they get the meaning a purpose of their life, purpose of their.

So, this purposeful or meaningful life they would like to deal with because they have this they think that they must do something profoundly useful and sustainable for the community and that gives them the immense happiness, eudemonic happiness and the meaning for their life.

So, here you can say these 5 competencies, core competencies that we have already discussed for sustainability competencies like systems thinking having the holistic thinking, holistic perspective, external collaboration, social innovation, active values, ethical perspective and sustainability leadership; that means, in terms of information, practice, habits etcetera.

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So, now, the we are coming to the transformational leadership. So, transformational leadership from the global leadership to beyond transformational leadership, that is based at just adding new feathers. Transformational leaders they you know serve to enhance the motivation, moral and job performance of the followers through a varieties of mechanism. They just not just try to achieve the organizations vision, mission, goals and establish themselves as the global leaders for the global development etcetera.

But, they try to bring the 300 degree positive transformations with not only within the organization, but in case of the employees also. They all they try to become the role global role model of the followers. So, its own so, taking the keen interest in grooming individual employees as well as the whole organizations ok.

So, they try to inspire so, they inspire, they raise their interest in projects challenging the powers to greater to take the greater ownership of their work to you know to understand the each and every individual followers needs as qualities, strengths, weaknesses. So, and the leaders also they align the followers with the task and they enhance their performance, they groom them, they nurture them, they understand their qualities.

So, being the transformational leader, they just not just try to bring; that means, reputation, brand name or the vision, missions of the organizations to organizations they across the globe, across the global context, but also they try to groom and nurture each and every individual employee.

So, here we can say the transformation leader also nurtures and the grooms the you know the successors. So, they have a very good successive plan like the you know nurturing, grooming, training the future leaders of the organization.

So, they go beyond the task, beyond the time limit, but also they just look forward in you know for the next 100 years or 200 years of the organizations future. So, not just about the sustainability of the resources and the service etcetera, but also they would like to have the you know very clear vision or you know secured position, sustainable position of the organizations by handing over the charges and responsibility to the next generation leaders.

Sometimes you might have observed in some of the organizations the senior leaders, they voluntarily step down to give the chances to the young leaders to the junior leaders. And, sometimes with so, this leadership development is also it happens within the organizations. So, within the organization big organization, multinational organizations, global organizations they that means it becomes they becomes you know very more you can say their outlook is so, you know compassionate.

They are very compassionate and they just not just self-actualized people, they not just you know very much compassionate and outgoing and visionary leaders, they also very

much you can say kinds of they very much they were very good mentors, they are very good mentors or the gurus or you can say to groom.

So, they get immense satisfaction they just do not take it as their responsibility, but they would love to groom, nurture the future leaders. Like kind of you know through you know as if they want to establish themself like the gurukul leaders.

Like grooming others, nurturing others and next generation leaders, not just one generation, but different generations that is according. So, leadership in house leadership trainings are also important factors. So, here transformational leadership as you can say they just want the complete transformation, positive transformation within the organization, not in case of the organizational operation, functions, products and the services etcetera.

But, also in case of the you know in case of the employees within the stakeholders also, stakeholders sometimes see some voluntary there was about training volunteer training programs, even the community people also they give training, skill development programs etcetera. So, at different level they try to nurture the people. So, that is a their inspirational motivation is one dimension how through their encouragement, through their inspirations people are being motivated.

How they are being successful in motivating others, tht inspirational motivation is there, their effective domain attribute significant then intellectual stimulation, how they can you know stimulate others. They can intellectually stimulate others, create that kind of curiosity for knowledge, for updating the technology everything.

So, they how they can create this intellectual curiosity among the others, again individualised consideration how they give the priorities to individual needs, aspiration, strengths and weaknesses of each and every individual employee stakeholder.

So, the; that means, here you can say they customize everything towards the towards each and every individual mentee or individual member or you can say employee, then idealised influence. So, overall the ethical values and standards. So, idealise or you can say the philosophical, the ideological, the ethical influence they exercise. So, these are the four dimension that we can divide, but the ultimate goal is that transformation leaders.

They want to bring the transformation 360 degree transformation not just to the organization organizational reputation across the globe, but each and every individual employee and the stakeholder they want to groom it, they want to groom and nurture them.

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So, as you can see the again, but before that also one more important thing is that the leaders become before becoming the transformational leader, they need to be transformed individuals. So, they need to be transformed individual. So, every that can happen not only just not just to the leaders, but every individual employee, member, person and the community can also try to transform himself.

So, he can say how can we transform ourself how to; that means, the self transformed individuals. So, need for so, here these are the some of the examples like we can say Gandhi, Netaji, Mother Teresa and Vivekananda the all of them they are transformed individuals. They have achieved on their own through effort, through dedication, through experience, through mentoring.

So, how every individual should make effort to transform himself like this self actualized great leader, self actualized state mens like this. So, transformed individuals are characterized by these following attributes like if we make effort to transform our self by developing certain habits, certain positive attributes then everybody every individual can

be a transformed individual. So, for this you can say we need more efficient perception of reality, how practical we are.

These are the things we need to practice and develop, acceptance self and others without criticizing, without being judgmental how honestly we accept other, our self as well as others and try to develop our skills, spontaneity, simplicity, naturalness. Problem centered instead of criticizing everybody or situation or context how we can focus on the problems and try to seek the resolve solutions.

Autonomy, freedom etcetera definitely continued freshness of appreciation, mutual appreciation, reciprocation, interpersonal relationship is the you can say base foundation being empathetic, community feeling, social interest going beyond our own interest, being more you can say being democratic, developing the democratic characteristic structure, you can say discrimination between means and ends..

How that means, how to be very bring clarity in understanding in solutions, in terms of developing our meta cognitive, you know meta cognitive skills to identify difference which are the means, which are the ends, which are the strategies, how to verify the strategic decision making, its cost effectiveness etcetera. So, we can say these are the attributes that we need to develop.

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So, see these are transforming self and others as you can see, able to work for every individual would be able to work in his full potential overcoming all kinds of constraints and motivation is very their empathetic components, their effective components, their motivational components are very high. And, they and they identify that means, in the process this process of transformation you can say transformative process is that it is a kind of continuous learning.

So, they need to identify accept all the flows of working on it etcetera in and they. So, every individual would become a self-actualized person, transformed person. So, to be to not only to work effectively in the organization, but in the across the; that means, across the society, across the community.

So, you can say that he can bring the self-transcendence, not only brings transformation within himself gradually slowly he can also bring transformation in the community in the community, in the society and towards the you know global village.

So, here methods what are the basic methods, you can say principles like one is that unconditional positive regard towards every individual by accepting, by praising, by giving supportive supports and unconditional positive regard. Empathetic sensing as definitely you have to be; that means, the leader himself the individual himself have to be very empathetic, very conscientious and very you can say empathetic in understanding in not only giving the positive self transformation, but also try to groom and nurture others.

Mindfulness, yes mindfulness practices, trainings, habits to be developed; that means, every individual instead of you know grooming instead of you know grumbling about the lack of resources or the past or so and so, etcetera how they should be very mindful regarding and focus on the focus their attention on the present, towards the present, acknowledging the and accepting the present conditions. And, the how they can focus on their feeling, thinking and you know behaviour and try to resolve the issues and achieve the goal.

So, mindfulness it is a kind of rigorous training, continuous training can be given and it can be included in the HR practices. So, practices similar like stress; that means, stress management skills and competency, soft skill training, along with that; that mindfulness. And you know yes of course, we can also use some of the yoga practices, therapeutic

practices, counseling practices etcetera for destressing our self, but mindfulness towards the positive growth of the individual.

Reflective thinking and meta cognition these are the regular practices, these are the individual skill, professional skills that need to develop, every individual need to develop. So, that we can bring the positive changes within our self.

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So, these are the steps involved in the transforming self and others. One is that yes active acceptance of self and others. Identifying what types of change is most conducive for fulfilling life, not just the professional life work life, but also individual life. That is through what how this lifestyles can leads towards self-actualization or highest level of you know level of self-actualization, level of satisfaction, eudemonic happiness, global well-being, global citizenship etcetera.

Then identifying the aim and purpose of life in acting towards the purpose and continuously striving to lead the self-actualized stage and more purposeful and meaningful life. Sometimes, also we try to go beyond self-actualization that is the transcendental. When we think of you know think of life beyond this life beyond this environment. So, we can say we now when we think of talk about the karmas.

So, karmas can also you know higher enlightenment, higher ambitions, higher goals, higher services, service to the humanity. You can say when we engage ourself then we

think of you know you can say [FL] beyond thus this life real life, this life that is the beyond the this birth that we talk about the transcendental transformation.

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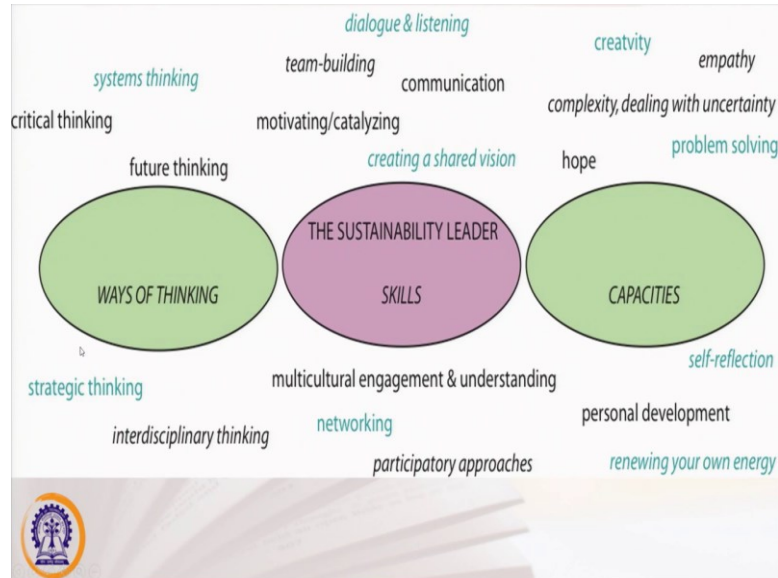
So, these are the same thing, this has been clarified, ways of thinking. These are the thinking that is from time to time we have discussed systems thinking, critical thinking, its strategic thinking, interdisciplinary we need to practice. Sustainability leadership skills we have already discussed. Team building, communication all these kind of multicultural engagement skills and the capacities like the capacities like we need to develop the capacities, capacity build through.

And we need to nurture this capacity, develop this capacity among the different stakeholders through then like capacity of creativity, empathetic listening, empathetic problem solving, then self-reflection, personal dedication, development, energy renewing our own energy all kinds of things.

And, this is you can say how the team, how the team can function in a very very cohesive, even how to manage the larger teams. So, when the group size team size is large how to manage it, how to bring transformation that is also a challenge.

And, you can say the here the sustainable business, when you focus on the sustainable business; these are the four quadrants: integrity, safety, environment, responsibility. And, these are the activities: performance, delivery of the related to quality, reliability, risk management, you know responsibility, the control of the waste, waste management,

responsibility towards the sustainability sustainable regulation, sustainable consumption, environmental sustainability, conservation of resources and the development improvement of the values, training and human resource ok.

So, as we can see these are the five you know five key areas you can say five human around the human resource key areas which are very much relevant to the work life balance to the organizational well-being, community well-being is these are the resources: air, energy, land, water as well as the materials. As you can say here we can see these are the operational, these are the operational strategies, these are organizational strategies and these are the commercial.

Operational you can say we can we have to think of the environment, environmental management, resource efficiency, optimization, zero carbon footprint etcetera; that is operational. Then, stakeholder management is more of you know more of you know human resource, corporate responsibility, supply chain management of organizational engagement and capability; these are more of you know stakeholders, stakeholder organizational activities towards the sustainability.

And, the commercial practices like you know ecological design, eco design, circulation of the economy, lifecycle, end to end delivery; it is more of the commercial practices prosperity related to profit, economic activities and the prosperity.

So, here it is we can say this operational activities are more related to environment and this organizational activities are more related to human resource, that is society. And, this commercial activities are more related towards the prosperity and the cost effectiveness or the economic growth of the organization.

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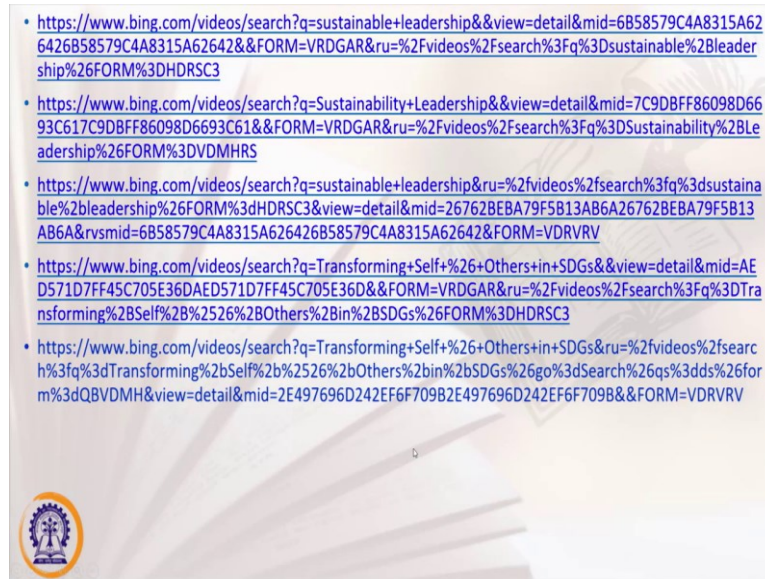
So, this is all about sustainable leadership. Now, I end this chapter here. So, in the next class, we will go to the move to the next topic.

Thank you very much.