

Lecture - 22 : Competencies of Sustainable Leaders

Hello viewers, welcome back to this NPTEL course on Sustainable Happiness and we were discussing about what does it mean, what are the skills, competencies and the qualities of sustainable leaders. Now, today we will discuss about the key competencies of sustainable leaders. We have already discussed little bit a personality attributes of you know sustainable leaders and what they are supposed to do, what are their responsibilities etcetera. Now, what are the key competencies of sustainable leaders? Yes, sustainable leaders they think beyond the present situation, beyond the short term goal. So, they have a strong interior sense of purpose that means, they have a inner intuition about the sense of purpose, the meaningful or meaningful experience and they will always look forward towards the future. So, they have a strong sense of purpose and mission within the organizations.

So, whenever they are working in particular organizations. they go beyond the short term goals and they have a larger reason for the organization itself. So, they have a sense of purpose, meaningful goals, objectives, strategies and the mission for the organizations. So, now, they are more oriented towards the long term success.

That means, even though they they move on step by step and try to achieve the immediate short term goals and objective, but their vision is always for the long term success. So, however, they have they are demonstrating they demonstrate some of the key competencies. First thing is that enlightened self interest. What are the key competence required for sustainable leaders that is enlightened self interest that is valuing the interest of the stakeholders rather than using the people for individual gain only. So, the sustainable leaders always look forward for the interest of stakeholders, how to fulfill the needs, the interest, the how to fulfill the needs of the all the stakeholders not just a customers, not just the investor, but all the stakeholders who are directly or indirectly related to.

So, they go beyond you know beyond that the beyond their own job of you know completing the task and using the people using the human resource as for for achieving certain goals without catering to their needs. So, enlightened self interest that means, self they they are interested more towards the organizational goals everything it is there, but at the same time they look forward to gratify the needs of all the stakeholders, satisfy the needs of all the stakeholders. So, they do not just use the people for individual gain or short term short term goals and objectives, but rather they look for the holistic benefit of all the human resource human resource human resources available for that organizations and other stakeholders in an around beyond they are just employees and the investors. So, they have the long term orientation they have always they always look for the long term goals they

have a vision they have a you know vision for the future not just for the organization for the people also for all for the people for the you know for the brand name of the organization everything. So, they always look for the long term goals, but at the same time they also realize that without delivering the immediate immediate service or without delivering the short term goals we cannot achieve the long term goals.

So, they have the orientation for the long term goals, but at the same time they also look forward to deliver the short term goals and objectives. Another is the presencing. Presencing is the highest that means, achieving one's highest future potential through a combination of sensing. ah that is the future what could be the that means, having the intuition having the feeling of sensing ah assuming that what could be the future possibilities for a particular purpose or goal etcetera. And the present state of being present state of being or at the moment what is our present status.

So, always they try to match it map it that is what is our current status what is the present state of being we are at the moment and what could be the future possibilities. So, they always try to map in between these two. So, they have a they have a sense of presencing sense of presence because they always try to fill up those gaps between future prosperity future that means, future possibilities and at the moment at the present what is the state of affair is there. So, they always try to map it so that they can they can achieve the future goals. Then inspiring others at the same same time that means, along with satisfying along with achieving the organizational goals etcetera, but at the same time they also inspire others other employees or other people or the staff etcetera to to follow up to pursue their own vision and mission also.

So, inspire others to those who are working together to others to pursue their career ambition, their goals, their vision also and integrating this thus integrating the careful observation particular situation, quiet reflection always they constantly they reflect on reflect on the task at hand reflect on themselves reflect on the you know work work how it is being delivered reflect on others feedback all kinds of reflections are going on. So, integrating the careful observation of a situation quiet reflection reaction to the feedback again whatever the feedback they are receiving from different ends. So, how to work out, how to work on this feedback, how the positive feedbacks are there, but if it is the critical feedback, it is a negative feedback, how to deal with this and then take the decisive action which is required. So, always there should be there is a there is a proper integration of careful observation of a situation, quiet reflection, feedback, receiving the feedback, working on the in feedback and thereafter take the decisive action. So, and it requires yes definitely it requires courage that is.

Like in this process they may they may that means, the leaders they may face many kind

of resistance from employee side from stakeholders from even from the seniors etcetera many hurdles may be there many you know obstructions like from many constraints may be there, but it have the courage. They have the courage to overcome all kinds of resistance, all kinds of hurdles and they make the decision in uncertain even in the critical condition, even in the emergency situation, even in the crisis also they do not they do not that means, they are to take the decisions making decision in uncertain condition also. the not getting affected, not getting disturbed by any other overload of the lack of or the lack of information. So, they have a intuitive power, they are very reflective, they are carefully observe and integrate the information. They work on the feedback at the same time they have the courage and intention and you passion for you know passion and skill for taking the quick decision even in case of the emergency in case of the crisis.

And integrity definitely they also from the personality aspect from personality traits they they demonstrate honesty, moral values, ethical standards. compassion you know honesty, then you can say they also give more importance to the you know relationships, relationship with the stakeholders, then they take care of their employees. So, they are and they also they are also very skilled in maintaining the professional and personal life balanced. So, always they they always try to you know fit into the or try to you can say try to come up as the as the as the expected leader. or try to satisfy the you know imagination of try to fit it fit themselves into the imagination and perception of all the followers or the team members or the employees.

So, they and they demonstrate integrity in this whatever they are saying they demonstrate it, it can be reflected from their behavior, their language, their speech, their actions. So, that is it is actually called the leader talks the walk and walk the talks. That means, whatever he says he actually demonstrates it and whatever he is demonstrating actually it matches with his own vision, mission and the language. prepare themselves as the role model for the followers for the employee. So, this is the first quality that is the integrity is very much important and open minded open mindedness is you know you you are welcoming welcoming all everybody is welcoming and prepared to listen to everybody's opinion, their feedback, their you know their So, displaying an unprejudiced attitude you do not have any bias any attitude any judgment you are not very any judgmental to judge others rather you are quite open open minded to to receive to accept.

to accept others vision, others perspective, others attitude and their new ideas as well as and what are the their beliefs, their perspectives etcetera all kinds all the stakeholders perspective. So, they are not a very much you know very much kind of stubborn or the close minded person that means, whatever I have decided I have thought is that will be that is the final say that is not like that open ended means they They welcome, they encourage others opinion, others beliefs, others suggestions, others So, in this way that always search

for the new ideas, if it is there any new idea, any innovative idea, any any any new offer a new perspective given by the any stakeholder, they always look for a for the development for the improvement or any new and innovative idea. So, they are unprejudiced, they are they possess the unprejudiced attitude, they do not have any judgment, any prejudice against anybody. Transparency definitely transparency should be there. So, they always they instantly disclose all sorts of news be it good, be it bad, be it whatever that means, it is very clear transparent that means, true to true is very that means, is true to the reality.

So, offering both the positive and the critical feedback to reinforce the best behavior. So, they do not hesitate to hide the hide the negative remarks or they do not that means, overestimate that or you know the you can say they overestimate the overstate any kind of positive feedback not like that actual things and both the positive and the critical feedback because it actually the real thing the real feedback the actual feedback can actually reinforce the best behavior because that gives an opportunity to improve others behavior to improve their decision improve their practices. So, in this way they can reduce they can reduce the negative or the negative part of their operation their functions their processes etcetera. So, how to curtail this worst or negative or bad side effects of the functions of the processes of the decisions of the transactions etcetera. So, then the sustainable leaders are adept to systems thinking at the bigger context.

We have already discussed about it, they always look for the system thinking that means, they always look for the holistic perspective. They just that means, their viewpoint is the macro viewpoint that is holistic viewpoint is not like for example, suppose they are working in a particular organization, they will think that what is this organization, what is the system of operations of this organization that is the holistic. So, and they always look for the bigger context, larger context and they look for the immediate a situation, immediate work context, immediate task etcetera, but at the same time they try to observe try to adjust themselves to the holistic or the systems thinking the how the system how the organization functions, what is the system that operates behind this screen. So, that is and they always look for the bigger context, larger context, futuristic and and And they are you know they have the intellectual flexibility to see the big picture, because they always imagine visualize not only visualize in intuitive way, but also they constantly match the possibilities with the present state of affairs. So, they constantly analyze the details of all strategies of all the goals of the objectives.

the perspective quickly as quickly as possible if it is required. When it is required to achieve certain things etcetera, they quickly change the perspective the strategy etcetera which is frequently required also. So, they have the intellectual flexibility to. have the big picture diversity to analyze the things and analyze the details of the strategy and can quickly shift to the new perspective if they think that it is more beneficial. So, seeing the large

bigger picture that is realizing that there is always always there is a bigger picture or the better chance or better scope of this thing appreciating the details recognizing that successful execution.

So, they always appreciate the team that is they recognize and they you know they even They praise the details, look into the details and the praise all the members for investing their investment energy, their skills, their competencies, etcetera. They appreciate the details that means, not just that not just that it is a you know team effort of only one or two people, but etcetera. They encourage everybody, they look into the look into the all the details, meticulously work on this. Appreciating all the details, recognizing all the successful education of the strategies that depends on the getting the details. Maintain a balanced decision making.

So, always they consider both the local perspective as well as the global perspective. So, they always try to maintain a balance. So, and keeping the things simple, so they do not want to make the things very complicated. So, fundamentally by understanding one's business, products, organization and processes, they want to simplify as simple as possible. So, they fundamentally they adopt a kind of the linear kind of work operations like you to connect to everybody and try to understand what is their products and the what is the business and what is the what is the organizational processes mechanisms.

So, keeping the things as simple as possible so that any any newcomer any newcomer any new employee any outsider any stakeholder if he gets into the processes and mechanism he can easily understand it. So, then sustainable leaders also understand the people across the culture, they have a cross cultural perspective, they are they have a long term relationship with others, they are very you know they embrace diversity, they build a productive team and they they always engage themselves with the stakeholders through dialogue, through communications leading from the concrete to positive results etcetera. So, they are that means, they work across the culture across the people. So, understanding the across the culture means enhancing the knowledge and ability to recognize, interpret and react appropriately to the people and organizations like suppose across the culture suppose whenever they work with the people in outside the country, outside the country or suppose in middle east or you know in Europe or in Africa or whatever wherever they are working. So, they always try to understand the people's perspective, their cultural practices, their cultural situations.

They have the ability that means, ability to understand the culture and work accordingly. So, that is called the cross cultural competence. So, then appreciating and embracing diversity that we have already discussed earlier, eliminating the unfair treatment and maximizing the potential of the stakeholder benefits. Diversity, welcoming the diversity

when you there at the time of recruitment, at the time of training, at the time of work assignment etcetera, they always welcome, they always try to put the make the team as diverse as possible possible. So, embracing diversity in formation of the teams and assignment of the task projects etcetera, because different people they have the different skills, different perspective, different outlook, different strengths, different plus points also at the different viewpoints.

So, if the team is diverse then automatically you are going to be benefited, the outcome will be very productive. The networking, they have a very good networking network. not just within the organization, but outside the organizations like outside the in the similar similar businesses that is the similar businesses with other types of other organizations, other MNCs, other global companies etcetera. So, they have the good network both at the professional level as well as the personal So, they act upon sustainable business opportunities as because they have the networking good networking. So, they always explore the possibilities successful business possibilities opportunities for building the new relationship with the different stakeholders.

Again also seek the opportunity for you know for expansion of the business in terms of or launching some new products or by understanding the market needs, people's need in the market from the market research also, they always look for the new opportunities. So, facilitate the meaningful dialogue that requires the sustainable leaders to develop very good listening skill, to demonstrate the ability to make the decision on the collective basis. That means, by consulting with others, by taking the view concerns views of others, you know always thinking of the taking before taking the any final decision always reflect on the impact of the his or her decisions on the people on the stakeholder etcetera. See always he reflects keep on reflects deeply contemplate. and listen to others then make the this is before making the decision he also make an effort on the collective basis to encourage everybody to everybody to contribute their view point perspectives and also they also exhibit also the willingness to encourage for a sustainable language, sustainable communication.

So, that facilitates the meaningful dialogue among the employees, among the with the with the stakeholders, with the customers etcetera. They always encourage the meaningful dialogue by developing with a good listening skills and with the compassionate and attitude and by giving the opportunity to everybody to communicate effectively. So, then empowering. Empowering means not just empowering the employees through training and development, they also Empower the stakeholders that means, they also give the priority to stakeholder autonomy allowing them to solve the problems then providing in the intellectual stimulation to engage them engage with their work. So, when the stakeholders they are not just empowering the employees or the team members, but also outsiders like the stakeholders other stakeholders.

So, by giving them suggestions, by giving them providing the intellectual stimulation etcetera, they try to empower the stakeholders or by giving them some kind of autonomy and freedom etcetera. Then measuring the improvement from time to time through all kinds of analysis on all kinds of reflective abilities etcetera, different kinds of measurements, measure through different kinds of measurements, multiple that means, you know using the multiple tools, questionnaires, feedbacks etcetera they try to measure this development improvement whatever progress they are making. So, from starting from the bottom line to the top level. So, measuring the improvement by fine tuning the analytical and reflective ability to measure the improvements through by different types of tools from different multiple dimensions etcetera. Now, all these are the competencies of the sustainable leader.

Now, how to select the sustainable leaders? Some companies, they might have nurtured, groomed their in-house leaders. Their in-house leaders, they have groomed them, nurtured them, etcetera, and now they have become, they have made this particular leader as the sustainability leader. look for recruiting somebody from outside and they always. So, what should be their search strategy? What should be the selection strategy? First thing is that relevant experience assessment like if they are searching for the sustainable leaders from others from outside the these are some of the parameters you can say through which you can identify and recruit. First thing is a relevant experience assessment.

should be made like following characteristics. For example, suppose you are identified shortlisted like application you have shortly shortlisted. Now, the necessary criteria can be first thing is as definitely educational level. Educational level whether he is from technical background, non-technical background and how it demonstrates his technical educational you know courses. grade points grade grades and marks etcetera it demonstrates not just the technical degrees like engineering or computer science etcetera, but also it it shows it at the academic level the courses they have taken it also shows that reflects that that that means, they are familiar with or it or the these courses encourage some kind of systems thinking.

Functional background like across cross functional carrier particularly in the But in the areas that focus extensively on dealing with the different stakeholder groups, suppose whether they are they have already worked with some certain kind of groups. So, their functional background in which is the organization, what type of jobs they have already done it, then intern international assignments experience. Whether they have worked in any multinational company in outside the country in different countries etcetera. So, work working in the foreign countries you know foreign countries that also adds an value to their CV like what are their international assignment experiences are there. Functional background their knowledge about and about different types of job the cross functional

career particularly in different areas of areas they have already worked in and educational level at the educational.

They are already exposed to this kind of systems thinking and technical knowledge. Then another is the competency based interview. After this initial screening then they can go for competency based interviewing at the time of interview. So, they can go they can assess the sustainability mindset of the candidate by asking certain questions. They can also you know they can map their competency through sustainable leaders also need a special type of self-awareness.

For example, what is by asking the questions like what is your personal sense of purpose, how do you add value to this kind of job, if you join in this kind in this our organization what in which way you can improve the brand name of the organization. In this kind of asking this kind of indirect questions you want to. know about their self awareness or their vision for their future vision or their you know passion for working in this organization etcetera, assessing the skills for the systems thinking. So, systems thinking is very important in the sense that unless and until you understand the system, understand the organization as a whole and organizations relationship to the other agencies like the government and other. other business houses in the market in the global scenario.

So, systems thinking how this organization function, what are its relationships, what Equations with other organizations, this is very important to understand by assessing the skills for system thinking. So, through the interviewing the questions the candidates skills of system things you can be analyzed, they can by asking them to have the to that means, to tell about their clear vision to learn about the clear vision, future vision about the stakeholders about you know the amount the about the organizations growth etcetera. Assessing the relationship building skills also the candidates would be also asked about their experience about building the productive team, long term relationship. So, these are the competencies relationship competencies, system thinking competencies, self-awareness these kind of competencies can be assessed through interview processes. Now, another thing there are some certain standard tools are there that is called the psychometric tests are already there.

So, through which their mindset, their personality traits, attributes can also be assessed. So, assessing the sustainability mindset that for example, you know exemplifying the enlightened self interest. So, sustainable leaders tend to be decisive, courageous and humble. How to understand, how to know that whether how decisive, what is his decision making power, decision making ability. So, through indirect case study by giving some some case analysis etcetera they can identify it.

Similarly, demonstrating integrity, integrity how to understand the the leaders integrity, value, transparency etcetera that which disclose actually strengths and weaknesses etcetera that can also be assessed through psychometric test. So, assessing the skills for systems thinking that is seeing the bigger picture thinking pattern underlying the motives and values that drive their curiosity. So, by asking the few questions by asking or by you know or by giving them some kind of case analysis may be related to this organization or similar kind of organization in the market. So, in this way to know about their curiosity, their analytical thinking, their thinking what is their thinking pattern, what is their value and moral and ethic standards.

So, these kind of skills can also be assessed. Actually this is a model let us say pyramid model which has been given by the researchers. Now, here there are different they have they have you know categorize the different kinds of competencies at different levels. So, you can say at the for example, they have different levels of workers, employees etcetera at different stages. So, now this is these are the some of the competencies to be assessed at the for example, first is the foundation practices. They have certain foundational you know foundational skills foundational skills and competencies as they actually after just after the recruitment and induction program they try to develop this kind of things through this training program.

14 foundational practices to be to be developed to be trained to be with the people to be trained. Like for example, developing people continuously amicable labor relations, long term staff, internal succession planning all these are come that means, primarily these organizations in house employee development programs, HR training programs, grooming programs, long term perspective, ethical behavior standards, independence things, independence from financial market, stable environmental sustainability, social responsibility, all these kind of 14 you can say 14 foundational practices to be oriented to be given to the freshers. Then in the higher level then higher level then further training like the higher level the further competencies like you know consensual how to how to take the consensual decision, self management, then team orientation, enabling the future, knowledge retention and sharing, trust building trust. earning the trust of the people. So, these are the higher level of practices the organization that the leaders would look for the developing this kind of thing.

Then the key performances then again the top level again you can say above that the key performance drivers are like for example, how much the people are the organization is oriented towards innovation it is the key factor. Staff engagement, that is employee engagement, staff engagement, even the your relationship with the stakeholders, customer relationship, all these things and the quality, quality of the product, quality of the service. Ultimately, these three core key performance drivers are there. So, innovation, staff

engagement, quality, quality of the products, services, etcetera. Then on the top level that is the sustainability in the pyramid that is the sustainability, that is the brand reputation, how it affects the brand reputation of the organizations, then the customer satisfaction, financial performance in the market, then your long term shareholders value, long term shareholders reason that is the reason and mission of the organizations.

So, this is a kind of you know this is the kind of model researchers this follow follow, but every organization can build their own model also. So, then you can say so, assessing again similarly like assessing the systems thinking decision making, similarly assessing the relationship building skills can also be there like by inspiring the stakeholders, inspiring various groups, inspiring the employees that means, to you know to You can say to nurture, to groom, to you know try for their own ambitions or career goals etcetera. And how and also that have also that means, inspiring the various groups also it requires the degree of altruism, altruism in case of the leader and a limited to a limited extent that carries my way. Because you know many people are being encouraged, many people are being influenced. are being motivated through the charisma of the leader, through the leaders inspiration, the leaders encouragement etcetera.

So, this kind of thing. So, it goes again it goes beyond the relationship building. That means, you are not looking for only healthy interpersonal relationship, but you are also nurturing, grooming, taking care of or you know taking care of a nurturing, grooming their futures also, their future career goals, their future ambitions, their professional goals etcetera. Then another way also through which the candidates and leaders are identified is referencing. Now, for any kind of job top jobs or the leadership job etcetera etcetera. So, so many references also companies organization they usually take the references of different their their previous employee employers or maybe from different source.

Now, it is the social networking is the reference point like your that means, they look for companies they look for organizations. who wants to recruit the people, they all look for their profile social networking profile, social social media profile like in LinkedIn profile, their you know their Twitter account, their social Facebook profile, all kinds of social profile that is to on to acquire the knowledge to gather knowledge about their interaction with other people, their perspective, their attitude, their viewpoints etcetera. So, that is the referencing. So, the referencing point that is interview with the major stakeholders and the systematic check of a candidates track record with the previous employers track record in the track record with the customers track record feedback from the stakeholders customers are taking the feedback from the references from the previous employer or from his network. Now, another is the induction program, induction program like in any educational institution when the freshers or fresh students are coming to the campus.

So, definitely we orient them, we try to orient them towards our course, curriculum, campus environment, then co-curricular activities are there, facilities are there, there were type of work culture that exists. So, similarly this induction program is not just only welcoming them with a meeting or party etcetera, but rather slow orientation about all kind the details itineraries of all day to day activities. work culture, the practices, the people, the departments, the work practices all kinds of. So, once the candidate has been selected induction program need not be limited only to meeting the colleagues or the team members or you know just to follow the routine etcetera, but beyond that it is a complete orientation program. So, the ideal orientation induction program actually includes the support from the someone who can coach again coach and mentor.

So, nowadays also freshers they are usually in the organizations also. The employers they also a lot a lot some mentors, some coaches to different different freshers, newcomers, newcomers either in a group wise either in a group wise or individually individually. So, coach mentors assigning them the coach and mentors for the professional development, for the skill development, for their interpersonal relationship, all these things these are the part of the induction program. So, therefore, the sustainability leader is one who chooses to engage in the process of creating transformative change. So, in this process sustainable leader not just focus on the future possibilities and achieving the present goals and the future goals, but how to bring the 360 degree change that is how to create the transformative change within the company, outside the company that among the stakeholders and with the others that is aiming towards sustainable future economically, environmentally and socially. So, another perspective that is the long term perspective or you can say that of the sustainable leader is to create the transformative change that is more sustainable, more futuristic and primarily aiming towards a sustainable future.

So, again the sustainable leaders focus is on bringing the transformation, transformative change, positive transformative change in that the change which permanent change which is futuristic change which is sustainable. So, this kind of transformative change to bring among the among the employees among the stakeholders among the quality of the services product etcetera which and again which can ensure us which can ah strengthen the possibility of a sustainable future in all respect that is economically sustainable, environmentally sustainable and socially sustainable. So, these are the some of the qualities of the responsibility of the sustainable leaders, you can say take the responsibility looking for the holistic interconnection that is the systems thinking we have already discussed. Convince the constructive conversation in the sense they are being open minded, they always seek others opinion, they always try to get the information from others, their perspective, their viewpoints etcetera. So, convince the constructive conversations that is to get to know about their ideas, their feedback.

Then embrace the creative tension is like some to encourage that means, in the brainstorming session in the discussion etcetera if any debate any argument and heated discussion takes place it is they have to take it that means, they usually take it as a positive way that means, embrace the creative tension as the positive outcome or positive environment for getting the good idea the best idea. Facilitating the emerging outcomes, whatever it is coming up that has to facilitate it, understanding the social change dynamics like in the within the group, within the team, within the organization and in different sections, different departments, the people's dynamics, what is the people dynamics, what is the employee dynamics, they have to understand it. Then experiment, learn and adjust that means, whatever that means, they have the you know innovative attitude and approach. towards not just to get satisfied or to get complacent with whatever it is being available or it is readily available or it can be easily achieved, but rather to experiment on it to analyze it learn from it.

and if it is required it can be changed and how to adjust it. So, all this can this kind of things experimentation learning ah learning or sometimes unlearning and sometimes and not just adopting, but adjusting and accommodating. So, these kind of skills are required and expand the conscious awareness then expanding the horizon their ah horizon of awareness conscious awareness. you can see perspective they are increasing expanding their perspective holistic perspective and you know by look talking to different people they by talking to others others other organizations even their even their competitors also in the market even to their rival companies also by talking to a number of a large or number of audience stakeholders investors and people so they expand their horizon of perception horizon horizon of awareness that is much more important. So, these are some of the skills and competencies of sustainable leaders.

Now, I am concluding it here. In next class, we will continue with other other topics of topic. Thank you.