Lecture - 24 : Transforming Self & Other

Hello viewers, welcome back to this NPTEL course on sustainable happiness. In the last class we were discussing about sustainable leadership qualities, competencies and capabilities. So, these some of the these are the some of the tables, some of the research findings and some of the researchers tables they have how they have strategically designed it. So, regarding the sustainability competencies these are for your references you can go through it. So, similarly this is the competencies proposed by the ESD by some of the researchers. Similarly, this is core competencies in sustainability by Wick et al in 2011 like systems thinking, futures thinking, value related thinking and strategic thinking these are the core competencies and interpersonal competencies.

according to weak et al. And these are also the key competencies in sustainability like the planning competencies, then interpersonal competencies, professional skills. So, and what are the other professional competencies and general competencies again this is weak to 2021 model. So, they have updated this model regarding the sustainability competencies.

So, now coming to the transforming self, the another role of the leader is also how to bring transformation not just in the organizational setup in workplace, work culture etcetera, but among all the individuals, among all the stakeholders, among all the employees. So, transforming self the leader is supposed to transform himself as well as the others. The others may be the employees, the stakeholders, the consumers, the customers etcetera. So, here we can talk about the transformative leadership. So, sustainable leadership, sustainability leadership or sustainable leaderships are also a you can say dimension of transformative leadership, type of transformative leadership, because their vision mission is to bring transformation not just in the present, but for the future sustainable So, transformative leadership is also more applicable in this context and it is a as you know it focus on the personal and social transformation, how to bring transformation not just within the organization, not in the not just in the workplace among the employees, but outside the organization, outside the workplace in the society, in the community, in the business world at large.

So, how to achieve this personal social transformation and how to contribute towards the better practices, better administration, better interpersonal relationship and also the institutional capabilities required by the individuals and organizations and societies in continuous, continual progress. That means, to bring the transformation in all across the organization, in every setup, in every corner, in every transactions and operations etcetera. So, sustainability will be that means, it is again sustainability will ensure the transformation. So, transformation towards the positivity, transformation that is the change

which is permanent, relatively permanent is more acceptable. That is how to change the lifestyle, how to change the work culture, how to change the work practices also that is sustainability   goes   along   with   the   transformation.

 So, this approach of the leadership is know it distinguishes between being a leader with a position and authority etcetera, but at the same time contributing towards the organization, contributing towards the employees, contributing towards the stakeholders. So, here there are core functions of the teams and organization like achieving its goals and objective. Leadership, they have the primary goal of strengthening the unity among the members, which is a prerequisite for the effective functioning. Similarly, strengthening their own capabilities, empowering the tree. So, in this context that leaders they also need to achieve the   personal   transformation,   social   transformation   that   is   the   purpose.

 the purpose of the leadership that has the synergic relationship. That means, unless and until you know in the workplace the leader has to be accepted by all the followers, all the takers, all the stakeholders, all the you know employees are the followers. So, in order to be acceptable, in order to build the trust in the environment, in order In the workplace, the leader has to adopt, the leader has to inculcate some of the good qualities, values, ethics, strategies, etcetera. So, that he will be more, that means, more acceptable, he will be more trustworthy person in the workplace, and not only in the workplace within the organization, but outside the organization. So, that is he also needs to have some personal transformation.

 So, to strengthen that synergic relationship. So, that is why he has to develop some moral qualities some and he has to also develop he has to develop the qualities to empower others for social transformation, because his focus is also how to change the life of others, how to transform others. So, he needs to develop new capabilities and the qualities not just within himself, but also among the followers among the employees. So, the conceptual framework of transformative leadership actually it incorporates six elements. So, when we talk   about   the   transformative   leadership   style.

 it incorporates these six elements like the service oriented leadership this kind of leaders they are at the service at the end of the service providing service. So, service oriented their primary job primary goal focus is to serve others. So, service oriented leadership there the purpose of the leadership is for the personal and the social transformation. So, here the transformative leaderships focus is on not only just to bring the personal transformation, but the bring the social transformation. The moral responsibility lies with you know moral responsibility lies with the leaders in investigating and applying the truth that means, honesty,   integrity,   etcetera.

 And transcendence, transcendence is completely complete transformation that is beyond

this work place activities, beyond this routine mundane activities that is the complete change. that is towards the higher self, we can say that towards the higher self and the development of the different capabilities. So, these are the basic six components of this transformative leadership framework. So, here as you can say this is again is an model based on the leadership lessons from the Bhagavad Gita. It is a Vedic concept that means, transformative according to Bhagavad Gita, this is the transformative leadership model.

One is aspect is the contemplative learning that is contemplation deep reflection, contemplation about you know about our vision, purposes, higher goals in life, meaning of life, how to make the experience more meaningful, purposeful this is done. Another aspect is the holistic system that is applicable towards the innovation network, delegation, democratic and sustainable practices that is the one aspect is the higher purpose meaning of life. And the holistic system another is the self leadership that the leader the individual himself every individual can be leader in his own domain in his own territory. So, self and self leadership how can we guide our self like we all of us we have an ideal self and the actual self. So, ideal self guides the actual self real self to be a leader.

So, for that matter we need to inculcate the qualities positive qualities like integrity honesty self knowledge. self-motivation, humility, discipline, resilience, positive mindset etcetera. That means, every individual they have to inculcate these kind of qualities among themselves within themselves that is by establishing by enhancing their intrapersonal intelligence. Here intrapersonal intelligence unless and until I understand myself, I objectively evaluate reflect on my own strengths and weaknesses, how can I improve. So, it is more about intrapersonal intelligence, self reflection, self analysis and then improvement.

So, and it is about again others, how to bring the transformation among others that by serving others that is the servant or the leadership in the sense that the leader focuses on not just serving others, but also to develop the qualities positive qualities among the people, among the followers, among the team members, among the employees. So, that is why in this way to serve others and also in helping them in developing the good qualities, positive qualities like generosity, gratitude, empathy, compassion, emotional quotient, fairness, justice, supportive, inspiration, motivation. So, all this the leader focuses tries to bring this transformation among others by inculcating this kind of values, this kind of qualities and capabilities. So, here in one direction every leader has done higher purpose in life meaningful experience and that can be achieved through contemplative deep contemplation contemplative learning. And at the same time it also focuses on the holistic development.

Holistic development is by applying which will be holistic development that means, which applicable for developing a holistic system that is the global system, the holistic system of

networks of a democratic atmosphere, workplace. So, that is the holistic system, how to bring the transformation in the system. Another is the self leadership, self developing the qualities within the self, individual self and as well as the helping out others in developing the leadership qualities that is the transformations for the transformation of others. So, now the what are the developing the what are the these qualities, what are the development of the qualities, now the this primarily focuses on capabilities that contribute to the personal transformation, capabilities that enhance the interpersonal relationships and capabilities that contribute to the social transformation. So, here development of these qualities positive qualities for necessary for transformation primarily focuses on Every individual, every employee they need to transform themselves.

So, personal transformation is the first thing. Second is that by transforming our self how can you we strengthen our interpersonal relationship with others. So, we must develop that kind of social skills and capabilities to enhance our interpersonal relationship with others. And next is that capability to contribute towards social transformation by developing positive healthy relationship. So, how can we nurture others, how can we groom others, how can we influence others to bring that social transformation for the common well being.

Now, the transformative leadership works with the total 118 capabilities. So, transformative leadership they work with the total 100. What are these capabilities? Transform the individual followers and you know to develop the level of concern about the conditions of humanity at large. So, always the focus is on the development of the humanity, how the people are living, what is their standard of life. living, what is their lifestyle, what are their you know worries, what are their miseries, how can we improve their condition or see.

So, transform the individual followers also and the primary focus is towards uplifting the state of affairs of the humanity at last. And again that our leadership is also to here the capacity to translate the intention into reality and sustain it. Like the leadership, the leaders then they may think of plan something else, but the focus is on how to translate these plannings, the vision and mission into actual achievement, actual performance. So, translate the intention into reality and then sustain it, offer the supplementary services to those who most needed them, like some may be that some people they are of need of some help some extra attention, some extra resources etcetera. So, we must the leader must also offer that kind of supplementary services.

Again connect with the followers earn their support and trust and commitment. So, that is the basic you can say requirement of leadership that is connect with the followers every followers. without judging them and their support their support can be achieved only after building the trust and then demonstrate the yourself the leader must demonstrate himself

as the committed letter. So, commitment is another form. So, here the sustainable connection and leadership here transformative leadership actually connect the sustainability concept and the leadership qualities.

Similarly, in the organization usually what happens that the HR department they assign one mentor or mentors coaches to the freshers to the newly inducted professionals or the employees. So, for them they are there is always provision of assigning the mentors, but however, the leaders they can you know they can take the initiative that is for developing the framework itself for successful how to ensure the successful equitable inclusive development program, employee well-being program, employee training program. So, that means, this framework actually fosters the successful equitable and socially responsible learning for the mentors and the mentees. So, there how to standard the mentor and mentee relationship must because that creates a kind of values among the employees.

the organizational values. So, transformative leadership they are also committed to for the moral cause, for the global cause, for the common cause by teaching social justice. They have to orient the employees from time to time with regard to diversity, with regard to social justice and what are the challenges they are facing, how to overcome all these how to how to get rid of the social oppression, how to you know how to get rid of or how to remove these any kind of biases within the organization. So, this about you know how to strengthen the internal disciplinary activities, internal you know work culture etcetera. At the same time how to send a message to the outside world to the other stakeholders that how valuable, how ethical their organization is in that way it not only enhances that brand image of the organization, but also it builds the trust among the outsider, among the stakeholders, among the customers. So, it also inspires the followers for the moral and ethical solutions of finding for any kind of problem etcetera they must whatever solution they think of they have to follow the moral and ethical guidelines.

So, it also promotes the trust, cohesiveness, security and empathy. Peer mentoring, peer mentoring is that every that means, mentoring can also happen within the team by the peers by the colleagues by the same colleagues there is no if like sometimes what happens that there may that means, assigning the mentors that means, the stalwart the mentors from the outside there may be some scarcity of. So, in that case we can they can they can promote the peer mentoring like in our classrooms we talk about the peer tutoring. that the colleagues that among they can discuss among themselves and each one each colleague each employee will teach others. That means, guide them share the thoughts and guide them towards the activities the functionaries.

So, when the workers feel safe to participate freely in peer mentoring they may hesitate some employees freshers they may hesitate to talk to the senior mentors leaders etcetera.

but they will very comfortable in peer mentoring program. So, that should be encouraged in the workplaces. So, and there should be you know this will actually this will because when the two colleagues, two peers, two batch mates they interact with each other clarify their doubts etcetera they will feel very comfortable in learning from each other. So, that creates a kind of environment of openness to different ways of thinking awareness of social inequalities, the strengths, the weaknesses, the loopholes all these kinds they can freely discuss among themselves.

So, now transformative mindset for that matter we need to develop the other leaders they need to develop this transformative mindset. What is this? That is the world that means the accelerating the change one trade the transcend all the others that is the transformative mindset. That means always like for example, we say that you are innovative that means thinking innovatively continuously over the period of time now you have developed a creative mindset and innovative mindset. Similarly, Always if you focus keep on focusing on transforming the workplace, bringing transformation everywhere in the sitting arrangement, in the workplace, in the assigning the task, in the monitoring, in the evaluation, every aspect you just want the transformation. That is the transformation that is the bringing the positive change.

So, if you continuously focus on that that can also help you. in developing a kind of transformative mindset. So, transformative mindset actually builds a skill. Like suppose you think that now with regard to using the technology, when you think that now these technologies are obsolete, these technologies having some problems etcetera etcetera. Then now you know update yourself, you need to update yourself now.

So, you learn, you upskill yourself, you you know you unlearn certain things and you try to develop the learn the new skills. So, transformative mindset always builds the skill sets, flexibility it also gives the flexibility in openness and agility, hardworkingness, resilience etcetera for encouraging the failure along the way. Like suppose you are venturing into new domain, you are learning something new, you are trying out or experimenting on something new, even in this process if you face any kind of failure does not matter. So, they take it positively and they just want to interpret it and reflect on this as an early learning experience. So, transformative mindset always welcomes all kinds of setbacks, failures and how to overcome it and, but with a positive spirit that how to overcome it with the ethical practices being moralistic, will be learning new skills and adopting flexibility and even agility and moreover being more techno savvy.

So, successful leaders also understand that the investing in an innovation also innovation culture also overcomes transformation fatigue. Next transformation fatigue that you have been trying to bring the transformation, but you are not getting it that is that causes some

kind of you know fatigue. So, leaders actually successful leaders they always search for the innovative approach, innovative culture, technology that means, you know latest technology etcetera to overcome this kind of trials. So, now that is how to how to how to avoid this transformative transformation fatigue there are successful leaders the primary priorities three principles. So, all the you can see you might have observed that every leader successful leader every successful leader CEOs etcetera they are you know they have certain mindset they are they are leaders they are have the transformative mindset they are the innovators.

innovative mindset. But, thing is that they have that means, in their mind they have some concepts may be that some people they primarily prefer to focus on human resource development, may be that some leaders as because they are very techno savvy and they believe that through technology we can bring transformation as early as possible. Some people may think that it is innovation only which can bring transformation. So, they have some they prioritize some of the key concepts that all of them all of their Focuses to bring positive transformation, but they are which will be the tool which will be the key tool or strategy to bring the transformation. So, successful leaders prioritize primarily three principles. One is human at the right center that means, their primary is primarily towards the human resource development, another is the technology and this at the rate speed because now Quickly the technology can bring the transformation and another is the again innovation, the innovation at the rate scale means to what extent innovation can bring what is the scale of development.

So, how do the leaders even think about transforming their businesses when they do not know which direction to turn. Sometimes they are also, sometimes they are also not very sure about which way to move on some way you cannot afford to you know take up only technological things as a key to or you cannot only rely on the innovation. So, you have to balance in all the three things. So, here human at the center thing is that that primarily they are they are try to understand the characteristics that characteristics of the approach of the strategy like for and it should be it should be suitable it should be optimal for the for the human human that means, it should be it should have some human a kind of nature that means, It should like our empathy, emotions etcetera, how to collaborate with others, socialize. So, whatever they want to introduce, they want to bring change, they primarily try to align with the human characteristics that is by reimagining the way that their companies can operate around the human characters.

That means, it should be people friendly, it should be HR friendly, it should be liked that approach and strategy should be liked or welcomed by the stakeholders or the employees. So, that they are primarily focus is on the human development or even a human that means, strengthening the human characteristics interpersonal characteristics like strengthening

their positive emotion, empathy, how to socialize, collaborate all these kind of things. So, primarily all the innovation what are the strategies they introduce they want to focus more on developing the human characteristics and human it should be more human in the sense that bringing the strengthening the interpersonal relationship. So, placing the humans at the center also mean resetting the our purpose strategy is to make the world a better place of humanity. So, they primarily if the people are not comfortable, if the stakeholders are not comfortable.

So, then they would like to change it. So, they would prefer to adopt the strategy which is people friendly. Now, technology at the state that technology is an ongoing opportunity to bring transformation in the business over and over again. So, how to update your companies in the technological front that means, large investment is required for in technology and how quickly and speedily it can bring the transformation like in making the whole processes, all the functionaries, all the functions and operations very smooth that is the primary focus. And some leaders are in their you know in their mindset they are very techno savvy and they prefer to bring they are very updated into in very enthusiastic about bringing latest technology to their workplace.

Now, another is innovation at the scale. So, that is it is to get their entire organization to embrace the transformative thinking in terms of how to motivate others, every employee to be innovative, to be creative, how to think differently, how to bring your original things. So, to make innovation everybody's business and create a culture of innovation that is everyone is empowered to experiment they can they are given the free hand, resources, safety, security kind of things to experiment to innovate. So, this means learning to tolerate the failure. So, in the companies in the organizations whenever the employees they venture into any kind of innovation.

new ideas experimenting on new ideas. So, they facilitate these processes by reallocating the resources for experimentation lab facilities also and they also allow them to take leave some leave without pay cut or without any without any you know. So, they do not have any threat about job about security that means, their job security. So, that even if they fail their job will be restored that they do not have that fear of job losing the job. So, job security is there. So, this is how the business can transcend the industries boundaries, industry boundaries.

If you can bring transformation through different aspects through making the policies more human friendly, bringing innovation and making it a part of the day to day culture in the practice. And, you know investing largely in the technology, bringing the technology to facilitate the smooth operations. But, at the same time train the people, train our people regarding how to use the technology for our benefit. So, these kind of things can help a lot

in scaling of the industries and organizations towards the heightened state of being the sustainable and transformative organizations. So, these are some of the things the strategies like future back thinking is all about having the clear purpose and clear vision of the leaders, and strategizing for the transformation of your business as it moves towards the reaching potential.

Thinking is even more critical for large established enterprise. Like in this venture or in this effort to make it more innovative more sustainable etcetera. So, in day to day practices also the big enterprises they are also even if they are sustainable even if they are very innovative and all well established, but still they are facing many challenges. So, it is a day to day affair. So, you have to be you have to think ahead you have to proactively.

think proactive proactive in thinking in critical evaluation all kinds of even in the large organizations are also they are making effort because in invest effort in investing in research in research and development in you know measurement and evaluation monitoring then and scaling of their innovation. innovation skills, innovations and creative thinking things, training the employees to be innovative and you know again also they have they also invest hugely in the technological front. So, all kinds of the activities these are ongoing things. So, every business needs to transform in order to thrive in the business. in the thrive in the business because change and disruptions are inevitable.

Even if you are that means, change you have to adopt the change that is positive and transformative at the same time you have to be resilient you have to prepare yourself how to face the disruption any kind of chaos any kind of you know setback any kind of crisis how to face these things. So, simultaneously it will go on being innovating being transformative moving towards the change accepting the change at the same time being ready with ready to deal with the challenges. So, transformative leadership is a framework that focuses on the three valuable drive value driving pillars you know people, technology and innovation. As we have already discussed it is people it should be people friendly and techno savvy it should be techno savvy and innovate innovation based that means, scaling up promoting everybody to scale up the innovation quotient. So, similarly these are some of the practices, the technology implementations and then how rapid technology is coming up, how to adopt it more important steps to be taken and how the organization in the within the organization before starting it they should they should they should create some value for you know making the employees, stakeholders understand its importance, successfully leveraging and implementing this technology for reskilling and upskilling the people and employees.

And the leaders should also seek to embed the transformative mindset into the company culture. So, like the like innovation bringing innovation as a culture in their work culture

embed it in their culture similarly bringing being transformative mindset in the work culture, being you know being people friendly, compassionate, being positive, being intrinsically motivated, and being progressive in mindset in the sense that transformative mindset means. So, I have to upscale myself, I have to learn something more, something new, I have to make myself updated. So, continuously HR departments should go on training the employees and making them and making them ready for the ready for the latest technology and market train, but at the same time they must develop the develop and by inculcating this positive values and characteristics among their employees. So, these three pillars of the people technology innovations each are drivers that create a long term value for the stakeholders like for the vibrant economy, healthy environment and equitable society   and   positive   work   culture.

 So, now I am just stopping it right now, next class we will continue with this. Thank you.